

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

Columbus, Ohio, November 20-21, 2019

The Board of Trustees met on Wednesday, November 20, 2019, at the Longaberger Alumni House and The Blackwell Inn and Conference Center in Columbus, Ohio, and on Thursday, November 21, 2019, at the Longaberger Alumni House in Columbus, Ohio, pursuant to adjournment.

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Minutes of the last meeting were approved.

Chairman Gary R. Heminger called the meeting of the Board of Trustees to order on Wednesday, November 20, 2019, at 6:55 p.m.

Members Present: Gary R. Heminger, Abigail S. Wexner, Alex Shumate, Cheryl L. Krueger, Brent R. Porteus, Erin P. Hoeflinger, Alexander R. Fischer, Hiroyuki Fujita, Alan A. Stockmeister, John W. Zeiger, Lewis Von Thaer, Jeff M.S. Kaplan, Michael Kiggin, Janice M. Bonsu and Anand Shah

Members Absent: Timothy P. Smucker, Elizabeth P. Kessler

Mr. Heminger:

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

Ms. Eveland:

A quorum is present.

Mr. Heminger:

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 appointment, employment, promotion or compensation of public officials. May I have a second? Will the secretary please call the roll?

Upon the motion of Mr. Heminger, seconded by Mr. Shumate, the Board of Trustees adopted the foregoing motion by unanimous roll call vote, cast by trustees Mr. Heminger, Mrs. Wexner, Mr. Shumate, Ms. Krueger, Mr. Porteus, Mrs. Hoeflinger, Mr. Fischer, Dr. Fujita, Mr. Stockmeister, Mr. Zeiger, Mr. Von Thaer, Mr. Kaplan, Mr. Kiggin, Ms. Bonsu and Mr. Shah.

Ms. Eveland:

Motion carries.

Mr. Heminger:

We are recessed.

The meeting adjourned at 8:39 p.m.

Chairman Gary R. Heminger called the meeting of the Board of Trustees to order on Thursday, November 21, 2019, at 12:21 p.m.

Members Present: Gary R. Heminger, Timothy P. Smucker, Alex Shumate, Cheryl L. Krueger, Brent R. Porteus, Erin P. Hoeflinger, Alexander R. Fischer, Hiroyuki Fujita, Alan A. Stockmeister, John W. Zeiger, Elizabeth P. Kessler, Lewis Von Thaeer, Jeff M.S. Kaplan, Michael Kiggin, Janice M. Bonsu and Anand Shah

Members Absent: Abigail S. Wexner

Mr. Heminger:

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

Ms. Eveland:

A quorum is present.

Mr. Heminger:

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 consult with legal counsel regarding pending or imminent litigation. May I have a second? Will the secretary please call the roll?

Upon the motion of Mr. Heminger, seconded by Mr. Kaplan, the Board of Trustees adopted the foregoing motion by unanimous roll call vote, cast by trustees Mr. Heminger, Mr. Smucker, Mr. Shumate, Ms. Krueger, Mr. Porteus, Mrs. Hoeflinger, Mr. Fischer, Dr. Fujita, Mr. Stockmeister, Mr. Zeiger, Ms. Kessler, Mr. Von Thaeer, Mr. Kaplan, Mr. Kiggin, Ms. Bonsu and Mr. Shah.

Ms. Eveland:

Motion carries.

Mr. Heminger:

We are recessed.

The meeting adjourned at 12:58 p.m.

Chairman Gary R. Heminger called the meeting of the Board of Trustees to order on Thursday, November 21, 2019, at 1:03 p.m.

Members Present: Gary R. Heminger, Timothy P. Smucker, Alex Shumate, Cheryl L. Krueger, Brent R. Porteus, Erin P. Hoeflinger, Alexander R. Fischer, Hiroyuki Fujita, Alan A. Stockmeister, John W. Zeiger, Elizabeth P. Kessler, Lewis Von Thaeer, Jeff M.S. Kaplan, Michael Kiggin, Janice M. Bonsu and Anand Shah

Members Absent: Abigail S. Wexner

Mr. Heminger:

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

Ms. Eveland:

A quorum is present.

Mr. Heminger:

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

APPROVAL OF MINUTES

Mr. Heminger:

Our first order of business is the approval of 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.

OPENING REMARKS

Mr. Heminger:

I want to start this meeting by recognizing the announcement Dr. Drake made this morning. After 40 years of service in higher education and more than five years as the leader of this university, Dr. Drake has announced that he will retire from his role as president in the coming year.

We want to express our gratitude to Michael and Brenda for their service to this university and contributions to our community. We will have time to celebrate and honor his accomplishments throughout the coming months. The university will launch a national search, and Lewis Von Thaeer will serve as chair of the search committee.

Dr. Drake will lead the university through at least the end of the academic year, ensuring there will be continuity of leadership. We are pleased that he will remain part of our university community as a member of Ohio State's esteemed faculty.

Thank you, Dr. Drake, for your great accomplishments. I think a round of applause appropriate.

ADDRESS TO THE BOARD REGARDING RICHARD STRAUSS

Mr. Heminger:

Before we proceed further with the meeting, I want to recognize and welcome members of our university community who have asked to speak here this afternoon for 30 minutes about their experiences related to Richard Strauss.

Welcome. As alumni of our university, you are members of our Ohio State family – and it is important that you be heard. We are grateful for your willingness to speak before this board, and we remain thankful to those of you who shared your experiences with us last November.

I want to reiterate that we are dedicated to a fair outcome. To be clear, this means that Ohio State is committed to a monetary resolution.

This is in addition to several actions by the university — including leading the effort to investigate Strauss' conduct. We acknowledged the university's failures during Strauss' time at Ohio State. We provided counseling to survivors and their loved ones, and the university established a sexual abuse task force. Ohio State is committed to a restorative justice process and a monetary resolution.

Please know that confidential support resources are available to anyone who may need them today. Representatives from the Sexual Assault Response Network of Central Ohio and Ohio State's Counseling and Consultation Service are here to provide help and support. We have reserved the Drinko Room, just behind the main reception desk on the first floor, for this purpose.

As we shared in our communication last week, the board is here to listen — and we are unable to engage in dialogue at this time because of the ongoing litigation and mediation process directed by the federal court. We want you to know, however, that you are being heard. Before we begin our 30-minute session, I would like to ask President Drake to say a few words.

President Drake:

Thank you, Chairman Heminger. And, again, welcome.

I would like to take this opportunity to say something I have said before that it is important to repeat here: We at The Ohio State University are deeply sorry for Strauss' abuse decades ago. This was reprehensible, and the university's failure to act at the time was inexcusable.

I also want to reiterate our sincere appreciation to you for coming forward. We know that this takes great courage. Thank you very much for that.

As Chairman Heminger said, the University of today is committed to a fair resolution. This is an ongoing process that started when the university announced the independent investigation and released the final report. And the process continues with the ongoing mediation.

As an important reminder to all survivors of Strauss' abuse, counseling and treatment are available to you and your families at no cost for as long as you may need it. This is being offered through Praesidium, and no contact with the university is required. The university is also reimbursing costs for counseling you may have already received.

I want to stress that, once the limitations of the legal process have been removed, this university looks forward very much to creating future opportunities to engage directly with survivors in pursuit of a restorative justice model.

Multiple safeguards have been implemented in the 20 years since Strauss left The Ohio State University, and our university community continues to be united in the effort to keep our students safe. Once again, we are here to listen. At this time, we would look forward to having you proceed.

Dan Ritchie:

President Drake, board members, I want to thank you for allowing us to be here and speak here today. My name is Dan Ritchie and I am a victim of Dr. Strauss and the negligence of The Ohio State University. Why do I have to be here today? Why do I need to be here today in front of these cameras, the public and you? On the face of it, I am here because between the fall of 1988 until the fall of 1992, I was subjected to a sexual predator under the guise of a team doctor and the employees of this university. And based on your own report conducted by the law firm of Perkins Coie, this university knew. It knew prior to my enrollment and it knew after. You cannot imagine the anger I, and many others, felt when this revelation came to light. And the knowledge that so many of these abuses could have been avoided, both prior and since. I am here because to date we feel that The Ohio State University has yet to act in good faith and in fact have tried to silence our efforts in holding the university accountable.

I wanted to give you a brief background of my time here and a general idea of my experiences. I was recruited and given a scholarship to wrestle for Ohio State University by Russ Hellickson. And I was excited to wear scarlet and gray. I couldn't wait for the season to start and I would actually represent one of the largest schools in the country.

On day one, at the start of the season, the sexual assaults began. During this grooming period, the attacks got more frequent and more overt. You begin to rationalize these encounters, these gropings and unnecessary exams, and try to endure them just so you can either go back home or get back to practice. Unfortunately, they only escalated. During my time as a student-athlete, a scholarship wrestler, the sexual assaults, like I said, began on day one. And like me, many other student-athletes who had grand dreams of success in our respective sports were chased away or made that decision to walk away from the

constant sexual assaults and the abuse. We have all had to live with these memories and these decisions ever since, knowing what we were giving up.

So, I am here to speak for those that still suffer in silence. I am here to stand with the men that have put themselves out there in the public eye since the beginning and leading the way, supporting those of us who are reluctant to step out from the safety of anonymity. Including and specifically the gentleman sitting with me, Mike Schyck and Brian Garrett, along with many, many others.

Now, I want you to imagine living with, dealing with and managing these circumstances for over 25 years, only to have them ripped out raw for everyone to speculate on, to criticize and to judge. To speculate on what they would have done had it happened to them. To criticize the victims because you didn't do what they would have done, even though it never happened to them. And to judge us now for reasons I still haven't figured out, except perhaps because instead of women sitting here, we are men. I don't know. Maybe if we were women, OSU would have acted seriously way back then.

People have asked why we didn't say anything back then when these abuses were going on. The fact is ... we did. We openly complained about the abuses and the actions of Dr. Strauss and the deviant culture within Larkins Hall where we practiced and showered. It was reported, but nothing was ever done to rectify the problems, so the abuses continued.

So, what choice did we have? It was brushed away and joked about so many times we felt, "what's the point?" This ultimately played into my decision to leave the team. We were let down by this university before and ultimately it is your decision on how you proceed from here. So, I leave you with this question: Are you going to let us down again, or do the right thing? Again, I thank you.

Mike Schyck:

I got to participate in wrestling with Dan [Ritchie]. I met him, maybe, the summer before I came to Ohio State. We both wrestled at the same time for Russ Hellickson. I don't know if you guys remember me from last year, but I spoke here last year. I was there from 1988-1993 and I was on a full scholarship to wrestle for Russ Hellickson. I actually chose to come to school here because of the coaching staff. And it took but a week being on campus before my first experience happened with Dr. Strauss.

I just want to give you guys a little bit of background on how I, or we, got here to this point today and what's been happening in my life and how I've been dealing with this or dealing with everything. Two years ago, before all of this broke, before you guys even knew of the abuse, before there was an investigation, before any knowledge of Dr. Strauss and the lawsuits, I answered some questions to a friend of mine regarding Dr. Strauss. I spoke about the deviant environment in Larkins Hall — how Dr. Strauss showered with the wrestling team multiple times, and it wasn't just with the wrestling team but with the gymnastics team. He had a private locker next to mine in our wrestling locker room.

The ripple effect from being a part of the whole environment, what Dr. Strauss did, it started to branch out. And again, before all of this came out, I started having conversations with former teammates that I hadn't even talked to in years. And the stories that were told, we kind of knew what was happening back then. But now, 30-plus years later, hearing it, it

was horrible to hear. And you kind of knew that there was more than just the surface stuff that we were talking about, that there had to be more. So, let me give you some stats that are out there now and I am sure that you guys have probably heard this in the papers. There are over 1,500 separate instances reported where Dr. Strauss sexually assaulted students, 47 of those were rape. As you guys know, the investigation with Perkins Coie, which cost over \$6 million, highlighted 177 victims. I was one of them. Dan [Ritchie] was one of them. Brian [Garrett] was one of them. This investigation also highlighted how multiple coaches, faculty and staff knew about the abuse, but did nothing.

Governor DeWine launched his own investigation and found that the state medical board ignored credible evidence back in 1996 that Dr. Strauss had been sexually abusing male students for years through genital exams and missed the chance to stop him. I was one of those guys that had one of those exams — many times for the years that I was here at Ohio State. Did you know that there are 14 current lawsuits with over 300-plus athletes and students? And a lot of stories have not even been told, a lot of stories we as athletes and friends know about that are not public. And it's sad because there are a lot of great athletes that would be a part of the all-time greats here at Ohio State, I mean, people that you guys would admire. So again, this is sad.

Since my Q&A two years ago, this has consumed me. So, dealing with it when I was a kid, 18- to 20-something years old, was one thing. But now as an adult, managing your own family and dealing with this day in and day out, you could imagine the impact it has had. A lot of sleepless nights, a lot of anxiety about what is going to happen, what's the end result with this. And we can't even look Dr. Strauss in the eye anymore. I mean, he's not here, not with us. He took that away from us.

If you guys were to walk in our shoes outside of here and just be a part of social media for a little bit and hear some of the things that are being said, everybody's got an opinion, everybody knows what happened or they have an opinion of what you should have done as an 18 year old. How could a tough wrestler be someone that lets someone like Dr. Strauss abuse them? And if you look, it happened to 300-plus people. I mean, it wasn't abnormal that we acted the way we did and not do something about it our own way.

I have been active on social media seeing things that have been written. I have people that were friends of mine that I'm not friends with anymore. There was a text that went out there that said: "Mike Schyck was a professed sexual abuse victim from the ages 18 to 26. In my eyes, that's consent, and he needs to come out of the closet." That is what was said, among other things. So, it has been tough. It's like, you revisit something that was not so good back then and now you're revisiting it in a different way and dealing with that burden day in and day out. And I just want it to end. So, what's the way of doing that?

And so that's why we're here. It's my second time here. And if you look at the people that have been in the media as of late, from Governor DeWine to the speaker of the house here in Ohio, asking to do the right thing. And I know you guys started this by saying that you are actively wanting to do the right thing. But if you really understood the impact this has had on so many. And I have been thrust into the middle of this. We have been kind of the faces of our group. A lot of people have stayed John Doe's because they don't want to come forward.

So, this is to be vulnerable up here, to do this. It's tough. It's not the easiest thing in the world to have your face up hear on national news. So, I guess for me, being here the

second time, it has been a year. I mean, everyone is screaming to do the right thing and we just want that to happen and I'm asking you guys for that to happen.

I think of when I can here last time. I'm observant and I watch things. Once the meeting was over, President Drake made a beeline over here and shook my hand — I was the first person he shook hands with — and he said that you're not going to dismiss this. And here we are a year later, still battling this. There has got to be a time for healing and for this to go and move on. So, I just ask of you guys today, you have the power. And I didn't speak up until I spoke to you guys here last year. I didn't want to go to the newspaper. I thought this would be the place to be because I care about Ohio State. I am someone who bleeds scarlet and gray. The best time in my life was to wrestle for the Buckeyes. I know you guys got the new Covelli Center and they just had the first dual meet here and I want to be a part of that. And since this all come out two years ago, I almost feel like I'm not a victim, I was the problem. I'm not the problem. We weren't the problem. Some bad man was the problem. Anyway, I probably could keep going on, but I appreciate you guys giving us the time to come up here to speak. I'll give it over to Brian.

Brian Garrett:

So here we are again. A year ago, we sat here and told you all the things that happened to us. We told you that people reported it, and here we are a year later and it's 10 times worse than what we told you last year. Even more people reported it than what we knew of and even more things happened. Last year was, "Hey, guys got felt up, I got masturbated, I had to watch him get somebody off," and now we know and had to sit through testimonies of several guys who were drugged and raped. Let me repeat that again — raped. How many of you would sit by idly if a family member or your daughter or what have you was raped? And how many of you would stand there and say, "Well, it's been too long"? None of you.

So, the first question I ask you, and I know you can't respond, but do we need to book this November board meeting again next year? Because we'll be back next year. I told you last year that I will come back again next year and I'm here. And I will be here again and again until you do the right thing.

Now, I would love for your public comments to stop being insulting and offensive to us. For a whole year we heard you say what "may have" happened. You knew what happened, you had the stuff on your desk. You put out a clean file for him in April of 2018, and now all of these documents come out just magically ... you just cleaned out (*inaudible*) and just happen to find another box? Stop. Quit saying the university of 20, 30, 40 years ago is different than the one today. That's insulting, that's dismissive, quit it. Every time I read one of Ben Johnson's comments, I just get sick to my stomach.

You know I hear you up there, "We're paying for people's counseling" and all this other stuff. I have not received an email from you. Nobody here is paying for my counseling out of pocket. You didn't start counseling till February of 2019, way after the band aid was ripped off. When I would have panic attacks in 1996-97 and went to (*inaudible*) on Bethel Road, nobody is coming back to me to ask to pay for those medical bills.

After our last mediation session, I started on three medications. One to sleep through the night, one so that I could get through my day because I'm an anxious train wreck. I look composed here, but I'm a mess at home. I'd like to thank my mom and my wife and my

son, who are here today. It's the first time they are hearing me speak because they've had to listen and see what goes on at home. Brent [Porteus], you know them.

You never offered to pay for that. You've never offered to pay that I've dropped out of my MBA program. You never offered that I was getting ready to start an LLC company, that I was going to do my own public speaking, and that I don't have the capacity to do that now. Nobody is offering that, those damages. You know what is damaging? Going through the abuse, you think that just going through the abuse was the most damaging part. You know what's more damaging? Finding out that the place that I trusted that he trusted, every victim trusted, that had our best interests at heart, covered it up. That's even just as traumatic as or more traumatic than the abuse itself. And to sit here and go through it over and over and over again. Every time then there's another news story, somebody else we find out knew about it — it's in writing, there's documents everywhere — and covered it up. That was in 1996, there is absolutely zero reason why I should be here today. Zero, none, nada.

Quit with the public comments. Start by saying no comment. We would just love you to quit. To be honest with you, President Drake, I'm glad you're leaving. I'm going to be honest with you. Because I don't know if I can stomach another public comment that's brought up by your PR people. The first time I heard you speak was at Brent's fundraiser for his deceased wife. My wife took care of his wife. And I was all excited to hear you speak. And after we walked out, I said, "That's who they hired to lead this university?" I was talking to a Lantern reporter the other day and I said, "Do you feel Drake is your leader, your president? I went through some really good presidents here when I was a student here." And she said, "No, we don't feel he is a president of the students." Just stop making public comments, please. Ben Johnson, just stop making public comments. All they do is make things worse.

I also ask that you quite sabotaging our house bill efforts, because see, unlike these guys, I've been around the statehouse for years. I've made hundreds of visits to congressmen; I know how the game works. I've written testimony in the past, I've given testimony, I know how the game works. So, I get done with my testimony and I'm getting questions from congressmen. You know where those questions came from? They're planted. They're planted by someone in the Government Affairs department at Ohio State. You know why? Because I've seen it done in my other life. And then, when you give testimony on a bill, it's supposed to be proponent testimony, interested party, and no opponent testimony. And there is a gentleman that shows up from the Chamber of Commerce and says he's interested party testimony. His testimony was what you guys would have wanted to say about the bill. It was opponent testimony.

And then I Google the Chamber of Commerce and who's on the board of the Chamber of Commerce? The VP of Government Affairs for Ohio State University – Stacy Rastauskas. And when that guy walked out, I said, "You didn't write that, did you?" And you know why? Because I've written testimony for other people in my other life. And he just smiles at me. Quit planting stuff. Quit making public comments. Do the right thing. But the problem is that we have a different definition of right. Please stop calling us victims and please call us what you think we really are — which is liabilities. You think we are just potential liabilities on your balance sheet. Stop it.

So, I'm just going to refer to us now in the public that "Hey, we're Ohio State's liabilities," cause that's all people see us as right now. Cause if you didn't, you would have done the

right thing a year ago and we wouldn't be sitting here again. Because I enjoy taking my medication, just so I can sleep through the night. I enjoy taking my medicine in the morning so that I can make it through the day. I enjoy giving myself an injection in the stomach of a drug that has cancer as a side effect. I really enjoy that. And I'm being sarcastic because that is what I have to do to get through the day. I can't move on and heal until you guys do the right thing.

Honestly, I think your idea of the right thing is ... let's say you cause a wreck and total my truck. You would probably take me to Walmart and buy me a bike and say "Here, get to work," and buy me an ice cream come on the way home and say, "Here you go, it's all better now." That's how we feel. So, I'm sorry I'm a little disgusted and I'm sorry that I'm sarcastic. But why am I back here again? And why was I even here in the first place? Stop with the public comments that are insulting and offensive to us. Just quit. Do the right thing now so we can move on and heal. I am disappointed in this university that told me that accountability is utmost when you're a student, yet you don't do the same thing yourself.

And picture one of your family members being raped, sexually assaulted, whatever, and then I think you would think about it differently. The right thing would be different if it were one of your family members. You know I grew up in the country, similar area as where Brent [Porteus] grew up. And you know, if somebody did the wrong thing by you, we would make it right. And we would make it right and then some. And even if it was my father or grandfather, say they did wrong by somebody a generation ago, I would still make it right. That's how I was raised. This university was based on agricultural values 200 years ago, but we're not living those values now. I was raised to make somebody whole and do the right thing, yet the university that expected me to do that is not doing that.

So, thank you for your time today. I apologize I said some things that were pretty tough, and I mean no disrespect, but that's how I feel. But that's up to you. How long are you going to make us suffer? Because every day that this is not resolved, we can't move forward from our suffering. And if it were your family members in your household, you would think differently — every single one of you.

So, look at my wife and my son — Brent [Porteus] knows them. They're the ones that have to deal with all the stuff that goes on at home. He has the same thing and he has the same thing in his house. Look at them, don't look at me. My mom is back there, too. Look at them and you tell them that you're not going to do the right thing. That you're going to continue to do what you've been doing. Or look at them and say, "You know what, we're going to do the right thing." Because that's who's suffering, too. You think it's just us, a bunch of guys, we're tough or whatever. You know who's suffering? Them. So, it's not just us. So, look them in the eye and tell them you're going to keep doing what you're doing, which is nothing. Thank you for your time.

Mr. Heminger:

Well, Dan, Mike and Brian, thank you for your willingness to come and speak with us again today. We appreciate your input. Thank you.

At this time, we will take a brief recess before continuing with the business of today's meeting. Thank you.

PRESIDENT'S REPORT

Mr. Heminger:

At this time, we would like to reconvene the meeting of the Board of Trustees, and President Drake, we will turn to you for your report.

Dr. Drake:

Thank you. And before I begin, let me say that this is Gary's first meeting as chair of the board, and we appreciate your expertise and commitment and we're very pleased to have you in this new and important role, so welcome Chairman Heminger.

I also want to thank you for your kind words earlier. It's an honor and a privilege to serve as the president of this great university, it truly is. I will be retiring from my role as president but continuing to serve through at least the end of the academic year. And after that, I look forward to being an active faculty member. That's where I started my career and so it feels like it's coming full circle, which is really nice. Ohio State is a very special place and as I mentioned, Brenda and I are blessed to be a part of the incredible Buckeye community. This was a difficult decision, but it's the university's 150th anniversary and it will be our 15th year in a role like this. It was also important to us that Ohio State be accelerating on a path forward and be well positioned for success. We are very pleased that's the case.

For my report, I'd like to provide a few updates on our momentum. Just over two years ago we launched Ohio State's strategic plan and I'm pleased to share that we've made great progress toward that plan. In fact, we're ahead of where we thought we would be. This year, we have seen several university highs in important areas. The academic excellence and diversity of our students — the average ACT score increased to 29.5. That's in the 93rd percentile, just to compare. At the same time, first-generation Pell students from low- and moderate-income backgrounds were up by 11 percent and 8 percent, respectively. And our minority student population also increased since 2015. Minority student enrollment across all campuses is up by 29 percent, so more reflective of the United States. And again, I mentioned that at the same time our ACT and SAT scores are at an all-time high as well. The total number of graduates and graduation rates have also improved. Our four- and six-year graduation rates are new records for the university and compare favorably with the very best in the nation. The four-year rate in particular has increased significantly — 8.5 percentage points since 2015. That's an incredible jump and is a part of our effort to reduce time to graduation and lower the cost of a degree.

Just yesterday, we announced that 2019 was a record-breaking year for research with \$929 million in research expenditures and \$158 million in industry-sponsored research. Our top sponsors included the National Institutes of Health, the National Science Foundation, the Department of Defense and the Department of Agriculture.

Our medical enterprise, including the Wexner Medical Center and Health Sciences Colleges, has set high marks for patient care, safety and satisfaction, as well as research funding. These have all been done to drive breakthrough healthcare solutions.

In the area of alumni and donor support, we have had a record number of donors over the last several years. This really speaks to the remarkable connection between our university and Buckeye Nation. Last month, the university announced the *Time and Change: The Ohio State Campaign*, which strives to engage 1 million supporters, which would be an unprecedented level in higher education.

Ohio States performance in all of the categories I just mentioned is the best in our history, but also among the best in the nation. Ohio State is dedicated to education in ways that distinguish us from other institutions of our size.

The University Institute for Teaching and Learning is unique in implementing a research-based survey instrument on effective teaching practices across the entire institution. Today, and we're really proud of this, 76 percent of our full-time faculty in colleges that serve undergraduates have completed the first component of the institute's teaching support program. And 50 percent of these full-time faculty have completed the second component that includes online learning modules and reading assignments, preparing our faculty to implement evidence-based approaches in their courses. I will say that a year ago, when this was launched, we were very ambitious. The number I mentioned of people who have taken the first component is about 3,000. The most that we had heard of from any other institution who had taken professional development and professional support on teaching was about 350. So, we had goals that were very high. We wanted to get to a goal of 70 percent of faculty taking the first part and 50 percent doing the second part, and that was a goal we wanted to reach by March of 2020. So, we're now five months ahead. We're at 76 percent, which is above our really ambitious goal for the first part, and we've hit 50 percent, which was our goal for part two, and there is still four months to go. So, we're really excited about that and we're really excited about the faculty's interest in putting time into them to become better teachers.

In fact, Ohio State is ranked No. 7 among public universities in the nation for our commitment to undergraduate teaching. I mentioned the \$929 million in research — to have that in research and at the same time be recognized for our commitment to undergraduate teaching is a real wonderful twofor. Last year, the faculty received a record 159 awards and recognitions from learned societies across the country and around the world and that's up 14 percent from the year before.

And broadly we continue to be recognized as a leading national flagship public research university. The Center for Measuring University Performance has rated Ohio State one of only eight top-tier public universities in the country, scoring in the top 25 and in all nine quality indicators. You may remember when we did the strategic plan we looked at the top 20 ranked public universities and saw where we were and that was great, but we said we wanted to transform ourselves and to move so we'd be considered among that top group. We listed five universities in the top group that we thought were appropriate aspirational peers. We didn't know if we'd get into the top group — we wanted to get next to that top five, and that's what we were aiming toward. ... I remember the top five were UCLA, UC-Berkeley, University of Virginia, University of North Carolina and That School Up North, those were the five. So, this institute, the Center for Measuring University Performance, has nine categories of distinguished universities and one category, the highest category, has eight universities in it. They're not ranked, they're just put together and alphabetized.

The eight universities on there are UC-Berkeley, like I mentioned; UCLA, like I mentioned; the University of North Carolina, like I mentioned; That School Up North, like I mentioned; UC-San Diego, University of Wisconsin, University of Minnesota and The Ohio State University. It's wonderful that through subjective measure we moved right into that category of those universities we are hoping to be like.

Another area with special interest was something that the trustees have seen — a recent public opinion poll conducted by the Association of American Universities. There is a representative sample of just over 2,000 Americans and they were asked, "Can you name a leading research university near you?" and Ohio State was the single most-used response of people across the country.

Ohio State is a name that people know, and respect and we will continue to work to advance the trust in the students and their families, our community partners and our patients. More important than the recognitions and honors and the numbers I mentioned, the statistics, more important than those is the impact we have each and every day on the communities we serve. This is the heart of our land-grant mission — advancing and uplifting the lives and families of our students, our city, our state, our country and beyond. It's been my privilege to serve with all of you. We have much to be grateful for and I wish to thank you, and all of your families, for all that you have done. And wish that you and your families have a great Thanksgiving.

I will say that, I mentioned the statistics and all of the things that we're noted for, all of the progress we've made — that is really the work of all of you together, as people responding to the things that you're doing. Seeing this change as an influencer in the country, it has been an extraordinary privilege for Brenda and for me to be a part of this, so thank you.

That concludes my report, Mr. Chairman.

COMMITTEE REPORTS

Mr. Heminger:

Thank you, Dr. Drake. We appreciate your report. Now we will move on to our committee reports with Dr. Porter, the Wexner Medical Center Board.

Wexner Medical Center Board

Dr. Porter:

Thank you, Mr. Chairman. The Wexner Medical Center Board met yesterday morning and we didn't know at that time that President Drake was planning to announce his retirement. So President Drake, as you listen to this report, I know you have many things to be proud of, but please know that we appreciate that you were instrumental in all the health sciences accomplishments that I'm about to report on — and not the least of which that you recruited Dr. Hal Paz for us.

We started yesterday with a report from Dr. Paz, our chancellor for Health Affairs. Dr. Paz shared that Ohio State was the only university in the nation to have four of its health sciences colleges recognized with *INSIGHT into Diversity* magazine's 2019 Health Professional Higher Education Excellence in Diversity Award. For those who don't know, *INSIGHT* is the oldest and largest diversity-focused publication in higher education, so this is really an incredible honor in which were distinctive in the United States.

Dr. Paz also mentioned a \$15 million commitment from Joe and Linda Chlapaty to advance heart research at Ohio State. As part of this gift, the Chlapatys will be supporting one of our critical capital projects – the Interdisciplinary Research Facility on West Campus.

Dr. Mark Landon, chair of our Obstetrics and Gynecology Department, and Dr. Cynthia Shellhaas, an OB/GYN professor and specialist in maternal fetal medicine, gave a report on the medical center's extensive efforts to address the issue of infant mortality facing our local communities. Ohio has one of the highest infant mortality rates in the country. Even more troubling than that information is that there is a two- to three-fold increase in the rate of infant mortality among babies of African American women. These disparities can largely be explained by social determinants of health, and the medical center has implemented a number of innovative programs in the community, with community partners, to help reduce these rates. One of these programs is our Moms2B program, which provides social support and nutrition/parenting education for expectant mothers. The Governor and First Lady DeWine are great supporters of Moms2B and have expressed a strong interest in expanding the program to other locations throughout the state.

Next, David McQuaid gave a brief report on some operational items facing the Wexner Medical Center, including the status of the new patient parking garage on Cannon Drive and zoning approval for our Dublin ambulatory care location. He also gave some highlights from last month's Healthy Community Day at the Jameson Crane Sports Medicine Institute.

Mark Larmore shared the medical center's Financial Report. Overall, the financial health of our medical center is very strong. Our operating margin is about \$5 million ahead of budget and our adjusted admissions are 11 percent above where we had budgeted.

Dr. Bill Farrar shared updates regarding the great work going on at The James. First, he highlighted this year's fundraising results from our annual Pelotonia event. This year, there were more than 7,400 participants and 3,000 volunteers. Pelotonia raised more than \$23 million, raising the total support for cancer research at Ohio State over its 11-year history to \$207 million. Dr. Farrar also provided an update on the cancer center core grant renewal, which is a major grant for us, which is due to the NIH in January. The James was also awarded the Press Ganey Guardian of Excellence in Patient Experience Award for reaching the 95th percentile for each reporting period for the award year in inpatient care. The James also was awarded the Pinnacle of Excellence award for maintaining consistently high levels of patient care excellence over multiple years in inpatient care.

Jay Kasey presented four medical center-specific construction projects, including: an expansion and renovation of the medical center's loading dock; renovations for medical center faculty and staff offices located in Lincoln Tower; approval to increase professional services contracts through the construction document phase of the inpatient hospital tower project; and approval to increase construction contracts for some enabling work related to that project. Finally, approvals were requested related to the West Campus ambulatory

facility, particularly related to early site work and design and construction of the parking garage that will be located next to the facility. The Wexner Medical Center Board voted to recommend approval to the full board for the university to enter into or increase these professional services and construction contracts.

Mr. Kasey also presented on the proposed purchase of the property where the Eye and Ear Institute is located. The university has leased the property, which is located across State Route 315 on Olentangy River Road, pursuant to a long-term lease for the past 11 years, and the lease provided the university with an option to purchase the property. This property is in a terrific location, provides great visibility and access, and is home to a variety of programs that are critical to the medical center's strategic goals for ambulatory care. The medical center board also voted to recommend the purchase of that land to the full board.

Finally, Dr. Paz presented proposed revisions to the Wexner Medical Center Board bylaws. The primary change involved the elimination of the ex-officio, non-voting classification of board members. Under the current bylaws, there are 10 members of the Wexner Medical Center administration who are actually non-voting members of the board. With these revisions, the impacted people will continue to participate in the board meetings but will no longer have official membership on this body. The medical center board voted to recommend approval of these revisions.

We then met in executive session, and that concludes my Wexner Medical Center report, Mr. Chairman.

(See Appendix XX for background information, page 504)

Mr. Heminger:

Thanks, Dr. Porter. Dr. Fujita?

Dr. Drake:

I'm sorry, I just wanted to wind the clock back. I was thanking everyone for participating in all the things we have done, and I just wanted to say, through all of this — from the first time I sat in Longaberger in January 2014 till today — it has just been great having Brenda here. I just wanted to say thank you for being here today and I'll see you soon.

Mr. Heminger:

Thank you. Dr. Fujita, Talent, Compensation & Governance, please.

Talent, Compensation & Governance

Dr. Fujita:

Thank you, Mr. Chairman. I would also like to second what Dr. Porter has stated about President Drake. President Drake, thank you very much for all of the leadership and wisdom you have brought to this institution. It has been my privilege to work with you and I look forward to working with you in the coming weeks, months and years. Mr. Chairman,

I forgot to mention one more thing. Brenda, thank you very much for all the support. I know there is always a smart, individual woman behind a successful man, so thank you.

The Talent, Compensation & Governance Committee met yesterday, and we began our meeting in executive session. In public session, Chief Wellness Officer Bern Melnyk shared the university's wellness vision to become the healthiest university and community on the globe. Bern presented the goals outlined in the five-year Health and Wellness Strategic Plan, recently developed through a collaborative effort involving the One University Health and Wellness Council, with representatives from the Office of Human Resources, Your Plan for Health, the OSU Health Plan, the Gabbe Health and Wellness Initiative at the Wexner Medical Center, and the Student Wellness Center, along with the Office of the Chief Wellness Officer and Buckeye Wellness. Each of these teams regularly work to deliver an integrated approach to wellness for faculty, staff and students through a variety of program options and, more importantly, as part of the rich wellness culture that has been built at Ohio State. The robust measurement strategy that has been developed is key to ensuring continuous quality improvement in reducing health risks within our population and demonstrating value for our investment in wellness.

Martin Smith presented an overview of the HR Scorecard with updates on HR Excellence, Talent Management, Total Rewards and Talent and Culture. Specifically, the board was provided an update on several key metrics that will be updated in future scorecards and areas where we will have access to improved data following our implementation of Workday. Going into Fiscal Year 2021, this scorecard will transform into a real-time, on-demand tool to reference regularly as part of ongoing HR strategy and operational leadership. In addition, the committee requested that HR focus specifically on the areas where board support may be needed.

Susan Basso updated the committee on several key searches, including the Senior Vice President and General Counsel, and the Vice Chancellor for Interdisciplinary Education at the Wexner Medical Center. Ms. Basso also reviewed personnel actions pertaining to the appointment of Anne Garcia as Interim Vice President and General Counsel, and Melissa Shivers as Vice President for Student Life, with a motion for board approval.

As the committee chair, I gave an overview of the president's annual performance evaluation and review process. The review showed progress toward several key goals in alignment with the university's strategic plan. As committee chair, I recommend a 2.5 percent increase in the president's base salary, which is commensurate with the aggregate increase for university faculty and staff. This is included in the consent agenda for approval by the full board.

This concludes my report, Mr. Chairman.

Mr. Heminger:

Thank you, Dr. Fujita. Next will be Mr. Shumate with Academic Affairs, Student Life and Research.

Academic Affairs, Student Life & Research

Mr. Shumate:

Thank you, Mr. Chairman, and just to echo what the other committee chairs have said prior to giving their reports. I had the privilege of being on the search committee that selected Michael and Brenda to lead the university. When I look at the areas of our committee, Academic Affairs, Student Life and Research, in each of those areas the search committee had goals and objectives and metrics. I can say that this report proves that you have exceeded all of those goals and objectives and metrics. We want to thank you for your success and accomplishments.

The Academic Affairs, Student Life and Research Committee met yesterday and discussed a very full and complete agenda. Provost McPherson kicked off the meeting by highlighting the three faculty members who have been nominated to receive the university's highest faculty honor of Distinguished University Professor. They are: Professor Frederick Luis Aldama of the Department of English, whose work is changing the landscape in the fields of LatinX Studies, Comic Studies and Narrative Theory. Second, Professor Dorota Grejner-Brzezinska of the Department of Civil, Environmental and Geodetic Engineering. Her work has made a significant impact on advancing research in the application of Global Positioning Systems and Global Navigation Satellite Systems. And third, Professor Deborah Jones Merritt of the Michael E. Moritz College of Law, who has produced path-breaking scholarship in three areas of the law — Constitutional Theory, Equality and Legal Education, and the Legal Profession. The conferring of this title is part of today's faculty personnel action items, but I would like to take a moment to recognize their achievements. While they are not present for today's meeting, I still want to congratulate each of them on their truly exceptional contributions to Ohio State and the broader world. Let's give them a round of applause.

The provost also shared written updates on the Teaching Support Program and the university's enrollment report for fall 2019. More than 2,800 faculty members have already participated in the Teaching Support Program, which enhances classroom teaching by sharing evidence-based approaches. And the enrollment report shows that Ohio State continues to draw a highly qualified, diverse group of students.

Dr. Morley Stone shared the exciting news that you've already heard that the university has set yet another record. In fiscal year 2019, Ohio State reported \$929 million in research expenditures, an increase of 6.2 percent over fiscal year 2018. This is one reflection of the impact that Ohio State faculty are having.

Dr. Stone then shared the university's plan for continuing to advance research and creative expression through a focus on people, research and impact. The plan declares an ambition for Ohio State to be "the leading land-grant university in research and creative expression excellence, creating new knowledge, solving critical societal challenges, and driving the prosperity of Ohio, the nation and the world."

The committee then reviewed the new Academic Affairs, Student Life and Research scorecard, which builds on the university's strategic plan. The scorecard showed continued progress across a variety of focus areas.

Mike Hofherr then shared the progress of online education at Ohio State, which has grown significantly in the past few years. There are now 38 graduate, certificate and undergraduate programs that are available online, up from 11 just six years ago. Meanwhile, the university now has 164 General Education courses online, serving more

than 23,180 students. The College of Nursing shared with us a case study of how its online programs are helping to address a workforce shortage issue.

Also, in line with our theme of Building Healthy Communities, Molly Ranz Calhoun explained how Student Life addresses the nine dimensions of wellness, and particularly financial wellness. The Scarlet and Gray Financial Program, which includes coaching in a variety of formats, has been particularly effective in helping to empower students to handle their finances. This topic is, of course, integral to the issue of student debt, and our committee appreciates the focus on this topic from many angles.

In terms of actions items, our committee is recommending four items for approval today:

- First, we are recommending the approval of a new master's degree program in translational data analytics. This program will fill a gap in the workforce and provide central Ohio employees with opportunities to build their data skills. The master's degree program is designed as a part-time program that would start with a track on design and visualization.
- Second, the committee endorsed two changes to the *Rules of the University Faculty*. One renames the title of the "director of libraries" to the "dean of libraries." The other aligns deadlines for students who request grade forgiveness with the timeline by which they would understand how they are doing in a class.
- Third, the faculty personnel actions include the conferment of the Distinguished University Professors and the re-appointment of Anil Makhija as dean of the College of Business.
- The final item is the approval of degrees and certificates for December commencement.

These actions appear on the consent agenda today. After approving these items, the committee recessed into executive session. And Mr. Chairman, that concludes my report.

Mr. Heminger:

Thank you, Mr. Shumate. And now the Advancement committee, Mrs. Hoeflinger?

Advancement

Mrs. Hoeflinger:

Thank you, and I would like to kick it off as well, this is going to be a common theme for you, Dr. Drake. The Advancement Committee, one of the highlights of chairing it for me has been how we get to see the students' lives who Michael impacted by increasing the amount of scholarships and merit dollars that were going specifically to people who didn't think they could afford school, didn't ever try, and first-time people coming. And we heard from them and it was incredible. Your single-minded focus got us to that point, and I don't

know if we would have gotten anywhere close to that from a timing perspective. Thank you for everything and specifically for that.

The Advancement Committee met this morning and I am pleased to share our progress.

First, we welcomed Janelle Jordan, the new vice chair of the Alumni Association Board of Directors, to our committee. She also leads the OSU Alumni Club of Minnesota and we are thrilled to have her perspective at the table.

Imran Nuri, who many of you heard from dinner out on the Oval to kick off the campaign, spoke and he's a fourth-year marketing student, and he talked about how he has started his own philanthropy and taught people that you can give a dollar a day. He spoke earlier, many of you heard from him, and it's just incredibly powerful that a student here also started something like that and is making a difference for all of us.

The Advancement scorecard showed positive results, the most important of which as we launch the *Time and Change* campaign. To date, we have more than 508,000 donors. We are on target to achieve the goal of having 1 million donors. Just an incredible opportunity for us that we're on track from dollars in the campaign as well, but really incredibly reaching more and more people. The remainder of our meeting focused on strategies to inspire those 1 million donors. The Alumni Association is implementing new strategies that emphasize participation over dollars given and harness creative technology.

We heard really some exciting strategies that are underway. Did anyone see the big, big, big Block O out in the entranceway? You should feel free to go put your credit card inside of there. It brings tears to your eyes when you think about this, but it is opportunity philanthropy. You just put it in and the one we saw was a donor at the kiosk selecting "feed a Buckeye," and then a student benefiting by being able to go to the food pantry on campus. There is opportunity for philanthropy across the board, so again, if anybody has time out there, just go on in and kick that off.

We then reviewed resolutions for new endowments and namings, which are on the consent agenda. We then recessed into executive session, and that concludes my report, Mr. Chairman.

Mr. Heminger

Thank you, Mrs. Hoeflinger. Next, Mr. Fischer with Master Planning and Facilities.

Master Planning & Facilities

Mr. Fischer:

Thank you, Mr. Chairman, and let me also add what any of us can do in service to our fellow mankind and impact countless lives, certainly Dr. Drake has amazing accomplishments. They've been mentioned in medicine, in fundraising and his commitment to access and affordability, and the teaching excellence — but what you may not also know is his commitment and his unbelievable sense of style, and how he's taken that style and has committed it to design on this campus.

I remember the first meeting we were in and Dr. Drake was a part of putting in place the first-ever design review guidelines that will try to constantly guide construction and projects and architecture and interiors for our campus for decades to come. You've overseen the largest physical transformation our campus has ever seen in not only the six years that you've been here, but in the decade that will come as you return to the faculty. It will have a lasting impact, maybe not as large of an impact as the aforementioned things, but a lasting impact in physical place making. I remember the trips you took us on to see campuses that you admired around the country and how we would try to learn from those trips to bring ideas back to this campus. And you weren't just simply a casual participant that delegated it to others, you were always rolling up your sleeves.

And to Brenda, you can see how that also included her unique style in hosting us not only in Board of Trustees dinners, but countless students and university events in the Pizzuti house. And I remember the first time walking into it, after it had been gently remodeled, and recognizing that the two of you have that style. So, I think that will manifest in the decades to come on this campus in ways that will continue to show your impact and we appreciate that.

With that, the Master Planning and Facilities Committee did meet this morning. Lots of details are in your packages and they are available for the public. I'll give a brief summary.

Jay Kasey presented the Physical Environment Scorecard. We also heard an update on the progress toward the university's sustainability goals. I should note that we have a bold ambition of strategies for reducing the carbon footprint by 25 percent by 2025 and being carbon neutral by 2050. As a part of that, you may not know that you're participating in a Zero Waste board meeting today. Yesterday and today, 90 percent of the waste we've been generating will never make it to a landfill. So, in small ways and big ways, this campus is committed to sustainability.

Mr. Kasey then presented the annual Ohio State Energy Partners scorecard, which tracks key metrics related to the Comprehensive Energy Management Plan. We reviewed a new approach we're taking to capital efficiencies, including benchmarking of construction costs to campuses and projects in the commercial world around the country. We reviewed the major projects status report, including construction projects over \$20 million, and the FY19 capital projects, which includes all projects in the university. We look at that on an annual basis.

Keith Myers and Dr. Graham Cochran from the College of Food, Agricultural and Environmental Sciences then presented the current design for the Controlled Environment Food Production Research Complex located on Waterman Lab. We looked at the innovation that's happening on the northern part of what will ultimately be the Innovation District. Some of the places that Dr. Drake took us to around the country, we realized the interdisciplinary nature, which is all the colleges that are contributing. We saw photographs of drones and robots inside our own to-be greenhouses, thinking about agriculture in a very different way, reminding us that innovation is happening in all areas of our campus.

We heard a request to enter into professional services and construction contracts for five projects, including the aforementioned Controlled Environment Food Production Research Complex, the medical center's Inpatient Hospital, the West Campus ambulatory facilities, and the Doan Hall loading dock expansion. That was a really exciting one. And the Lincoln Tower office renovations. We also reviewed a proposal for a joint use agreement between

the university and Canine Companions, and we heard two requests for approval of real property — one at Highland Street and the other at Olentangy River Road.

All of these resolutions are in your consent agenda, and in addition to all of those, we met briefly in executive session. Mr. Chairman, that concludes my report.

Mr. Heminger:

Thank you, Mr. Fischer. The Audit, Compliance and Finance report, Mr. Zeiger?

Audit, Compliance & Finance

Mr. Zeiger:

Dr. Drake has been appropriately honored for a lot of very broad thinking and effective implementation of change. Oftentimes, however, when that is occurring the basic blocking and tackling of an organization this size erodes. The job of the Audit, Compliance and Finance Committee is to keep an eye on that blocking and tackling and make sure that it is proceeding appropriately. And again, Dr. Drake, one of the substantial accomplishments of your tenure is your blocking and tackling has been right up to Buckeye standards, so thank you for that.

That blocking and tackling is reviewed at every board meeting and everywhere in between by the committee members on financial scorecards. The financial statements of the university run 30 or 40 pages, but a scorecard summarizes those on an overview basis. The committee looks at the 40 pages, but the good report is the financial scorecard. The metrics were all very well received, with the notable exception of the Long-Term Investment Pool return. The finance team has made it an appropriate focus going forward to ensure some improvement in that category, but we can say that the finance position with the university, as Dr. Drake makes his transition, is very strong and we can all be very proud of that.

In addition to reviewing the financial position of the university, it is important that there be a public audit on an annual basis of the university. The university and the state auditor have retained the auditing firm of PwC and for a number of years they have done a very thorough examination of our financial statements. Christa Dewire from PwC, the auditing partner, came and presented to our committee and assured us, again, for every year that I've been on the board, we have an unqualified opinion — meaning there are no material weaknesses that PwC has found. The result is that we have a strong not only financial position, but financial controls.

The committee then shifted to focus on the important subject of our Corporate Engagement Office. The university is ratcheting up its activities in interfacing with industry and also encouraging commercialization of the amazing research done on this campus. The progress that was noted is substantial. And again, all of those materials are in the board materials. Jay Kasey then joined us and reviewed the same five projects that Mr. Fischer just referred to in the Master Planning and Facilities report. The Audit, Compliance and Finance Committee is supportive of all of those.

We have a total of six items on the consent agenda today: One of those is to authorize the submission of the draft Audited Consolidated Financial Statements to the Auditor of State, who has the final responsibility for signing off on those audits. One of them is approval of the football ticket prices and golf course dues and fees for the next year.

Perhaps most importantly, from a public sense, is that we are asking for approval of the 2019 annual Progress Report on the Ohio Task Force on Affordability and Efficiency. As the board members know, Governor Kasich started this program some years ago and Ohio State has been a leader, if not *the* leader, in increasing efficiency and the use our resources and ensuring affordability.

We set a very aggressive goal for the university four and a half years ago of reducing actual costs outside of the medical center by \$200 million. We are only six months or so away from the end of that five-year term and we are within a very short distance already to the \$200 million objective being accomplished. And it appears based on projections that we will exceed the \$200 million savings, which over a five-year period is a tremendous accomplishment. There are also massive savings that have been affected at the Wexner Medical Center and some other cost avoidance items that are not included in that efficiency report. But I think we can take great pride that the blocking and tackling has not only been to keep the things as they are, but to substantially focus on moving resources from inefficient uses to, under Dr. Drake's leadership, additional scholarship opportunities for many students.

We went through all of that, there are a total of six items on the consent agenda, but they're all going to be read by Dr. Drake, so I won't go through them. And at that point, our committee went into executive session. That concludes my report, Mr. Chairman.

Mr. Heminger

Thank you, Mr. Zeiger, I appreciate it. And before I turn the consent agenda over to Dr. Drake ... Brenda, I too would like to give you our thanks. If only people could understand the calendar that you have to keep. I've often said in my line of business that if you have a distraction at home or a distraction that the spouse wants to go a different direction, that you're not going to perform well. It's quite obvious that it takes two to tango and you two have danced admirably throughout this entire process. But the countless hours, events, dinners, social things that you go to for the university — you've been a great ambassador to the university, and we thank you for that.

With that, Dr. Drake, I'll turn it over to you for the consent agenda.

CONSENT AGENDA

Dr. Drake:

Thank you very much, Chairman Heminger. The consent agenda has been updated based on actions taken at yesterday's committee meetings. Copies of the hand carried resolutions are available for the public. We have 26 resolutions on the consent agenda. We are seeking approval of the following:

RESOLUTIONS IN MEMORIAM

Resolution No. 2020-40

ARTHUR "ART" JOSEPH EPSTEIN

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on August 25, 2019, of Arthur "Art" Joseph Epstein, Professor Emeritus and Distinguished Professor of Physics and Chemistry.

Arthur Joseph Epstein is remembered by the physics community for his many contributions to the field. In an email to faculty and staff in the Department of Physics, Department Chair Brian Winer stated, "Arthur Epstein was a Professor of Physics and Chemistry and specialized in experimental condensed matter physics. He arrived at OSU in 1985 and had a long-distinguished career at OSU, which spanned nearly 30 years. In 1997, he was named a University Distinguished Professor. He will be remembered fondly by his colleagues and the large group of students and postdocs that he mentored."

Professor Epstein co-discovered the first magnet based on organic materials in 1985 and was recognized as the world's leading expert in how polymers conduct electricity. During his 28-year career at Ohio State, he advised 56 doctoral students to completion, advised eight master's students and mentored 26 undergraduate students. He published more than 700 articles and his work has been cited more than 30,000 times in scientific publications. He received 42 patents between 1989 and 2011. In addition to his research accomplishments, Professor Epstein was a principal organizer and 14-year director of Ohio State's Center for Materials Research (CMR).

Professor Epstein was an Ohio State Distinguished University Professor, a Fellow of the American Academy for the Advancement of Sciences, a member of the American Physical Society and the American Chemical Society and served as editor-in-chief of the *Journal of Synthetic Metals*. He helped found several companies based on his group's research, including Eeonyx Corp and Traycer, and he served as a consultant for DuPont, Xerox, Honda and Mitsubishi.

Before his university career, Professor Epstein spent 13 years in industry research as a principal scientist at the Xerox Corporation's Webster Research Center. He graduated

from Stuyvesant High School in 1962 and received a BS in Physics (cum laude) from the Polytechnic Institute of Brooklyn in 1966. He then received an MS in Physics in 1967 and a PhD in Physics in 1971, both from the University of Pennsylvania.

On behalf of the university community, the Board of Trustees expresses to the family of Professor Arthur "Art" Joseph Epstein 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.

Kenneth Lee

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on June 5, 2019, of James H. Caldwell, MD, Professor Emeritus of Internal Medicine in the College of Medicine.

Professor Caldwell completed his undergraduate studies and medical school training at The Ohio State University, receiving his medical degree and acceptance into the Alpha Omega Alpha Honor Medical Society in 1963. He completed his internship in medicine at the University of Chicago Hospitals only to return to The Ohio State University College of Medicine to serve as a junior assistant resident in medicine from 1964-65. His residency training was interrupted by a call to service in the U.S. Air Force, where he served as a captain from 1965-67. Dr. Caldwell then completed his residency in medicine at The Ohio State University Hospitals, as well as a fellowship in gastroenterology. He joined the Ohio State faculty upon completion of his fellowship in 1970 and rose in the ranks to full professor in 1981.

His numerous accomplishments in medical research and education endeared him to his peers and trainees. During his tenure at Ohio State, Dr. Caldwell served as an investigator with the Office of Research and Sponsored Programs and was the associate director of the Independent Study Program from 1994 to 2001. He was nationally recognized as a leader in the study of intestinal digitalis glycoside transport, as well as eosinophilic gastroenteritis, and was awarded multiple extramural grants in relation to this field of study. He also received numerous honors and awards for his teaching contributions to the College of Medicine. Most notably, he received the Outstanding Teacher Award for the Problem-Based Learning Program in 1992 and participated in both national and local post-graduate courses.

Dr. Caldwell was on staff as a highly respected academician, researcher and clinician for 38 years. He was an outstanding role model for medical students, trainees and his peers, and he brought a humanistic approach to medicine. He received a heart transplant in 1994 and continued to work until his retirement in 2008. During his recovery from his heart transplant, he found solace in gardening. Through the help of OSU Extension, he became a master gardener and continued his training in life. He was a truly wonderful person, physician and scholar, and he was first and foremost dedicated to his family. He is survived by his wife of 46 years, Dr. Patricia Caldwell, a physician in her own right who was also

his colleague. She retired from Ohio State's Division of Cardiology in 2009 and continues to hold an appointment as Professor Emeritus.

On behalf of the university community, the Board of Trustees expresses to the family of Professor James Caldwell 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.

Grant Morrow III

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on October May 18, 2019, of Grant Morrow III, Professor Emeritus of Pediatrics in the College Medicine.

Dr. Morrow joined Columbus Children's Hospital and The Ohio State University College of Medicine in September 1978 as chair of the Department of Pediatrics. He was also medical director of what was then known as the Children's Hospital Research Foundation. During his 37-year career at Nationwide Children's, Dr. Morrow played an instrumental role in leading the Department of Pediatrics to become the outstanding child health care facility it is today.

Dr. Morrow recruited many of the senior faculty physicians now at Nationwide Children's. He shepherded the hospital and the Department of Pediatrics through a time when pediatric subspecialty care was in its defining, early days and he led a rapid growth in pediatric subspecialty care on campus. The Wexner Institute for Pediatric Research was constructed during his tenure.

"Patient care helps a child at a time," Dr. Morrow stated in an interview published in 1992. "Research helps a generation at a time. ... Generating new knowledge is what it's all about."

Dr. Morrow was a neonatologist and an expert in amino acid metabolism. He published more than 55 scholarly works in peer-reviewed journals, authored 10 book chapters and lectured extensively.

During his illustrious career, Dr. Morrow served many national organizations and held multiple leadership assignments, including chair of the Pediatric Residence Review Committee of the Accreditation Council for Graduate Medical Education; member of the Executive Committee of the American Board of Medical Subspecialists; chair of the American Board of Pediatrics; and member of the Board of Trustees of the National Association of Children's Hospitals and Related Institutions.

Dr. Morrow retired in 2015. He was passionately involved in philanthropy at Nationwide Children's, both in engaging donors and in his own generous contributions. In late 2018, Dr. Morrow and his wife, Cordelia Westwater-Robinson, designated a legacy gift to create

the Janet Orrtung-Morrow, MD and Grant Morrow, III, MD Endowed Chair in Pediatric Behavioral Health.

He was a devoted family man. He loved golf and traveled extensively. His international adventures included trekking in Nepal, climbing Mount Kilimanjaro and hiking in the Patagonia.

On behalf of the university community, the Board of Trustees expresses to the family of Dr. Grant Morrow III 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.

GEORGE WESLEY PAULSON

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on July 25, 2019, of George Wesley Paulson, Professor Emeritus of Neurology in the College of Medicine.

Professor Paulson served on the faculty starting in 1967, first in the Division of Neurology and then as the founder and inaugural chair of the Department of Neurology from 1983-91. His academic focus was in movement disorders and he established Ohio State's Parkinson's Center of Excellence. He played a key role in developing therapies for Parkinson's disease and related movement disorders. He organized the first international Huntington's disease conference, which was held in Columbus.

Dr. Paulson received numerous awards and recognitions, including The Ohio State University Distinguished Service Award in 2008, the Harry LeFever Award for Neuroscience in 2006, College of Medicine Professor of the Year in 1971, the Distinguished Alumnus Award from Duke Medicine, and a teaching award from the Alumni of The Ohio State University Medical Center. He was a Fellow in the American Academy of Neurology, including being first vice president in 1985, and was a Fellow in the American Neurological Association. He was chief of staff at Ohio State from 1991-93. He served as a leader on numerous national foundations and boards, including as president of the Columbus Medical Association. As an emeritus professor, he served as a scholar in residence for Ohio State's Medical Heritage Center.

During his illustrious career, Dr. Paulson published more than 300 articles and eight books, including a history of the Ohio State College of Medicine in 1998, *Arthur G. James – Surgeon with a Dream, In Pursuit of Excellence – The Ohio State University Medical Center from 1834 to 2010*, *Closing the Asylums*, and *The Presidents – Their Health and Their Medical Care*.

Despite all of his awards and scholarly work, Dr. Paulson was most beloved by his patients for his exceptional clinical care, his kindness and his caring nature. He did not limit his

neurology practice to Ohio State, but also served as a consultant neurologist at Riverside, the Free Clinic and at Twin Valley Behavioral Healthcare. He was exceedingly curious and would consult and search for the correct diagnosis and management for each patient in his commitment to excellence as a physician. He was also a distinguished teacher and was awarded with numerous teaching awards for his mentoring and the clarity of his explanations.

Dr. Paulson's distinguished career exemplified his dedication to his family, his patients, his colleagues and his friends, as well as to The Ohio State University and our College of Medicine. He was truly a role model for others to emulate and an eminently respected medical leader in central Ohio. The impact of his leadership, scholarship, clinical expertise, scientific achievements and communication style has pushed the Department of Neurology to great heights and respect across the country.

On behalf of the university community, the Board of Trustees expresses to the family of Professor George Wesley Paulson 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.

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

Resolution No. 2020-41

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 ending June 30 of each year; and

WHEREAS the university has produced consolidated financial statements for the 2018 and 2019 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 2018 and 2019 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 2018 and 2019 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 XXI for background information, page 534)

AUTHORIZATION TO APPROVE ATHLETIC PRICES AND FEES

Resolution No. 2020-42

Synopsis: Approval of football ticket prices for fiscal year 2021 and golf course membership dues and fees for calendar year 2020 at the recommended levels is requested.

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 2021, and for golf course membership dues and fees for calendar year 2020.

(See Appendix XXII for background information, page 636)

**APPROVAL OF 2019 PROGRESS REPORT ON OHIO TASK FORCE
ON AFFORDABILITY AND EFFICIENCY RECOMMENDATIONS**

Resolution No. 2020-43

Synopsis: Approval of Ohio State's 2019 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 task force recommendations:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the university's 2019 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 XXIII for background information, page 639)

APPOINTMENTS TO THE SELF-INSURANCE BOARD

Resolution No. 2020-44

Synopsis: Appointment of members to the Self-Insurance Board, is proposed.

WHEREAS the Board of Trustees directed that a Self-Insurance Board be established to oversee the University Self-Insurance Program; and

WHEREAS the Board of Trustees on December 6, 2002, approved the expansion of the University Self-Insurance Program to include the faculty physicians and their clinical staff who are employees of Ohio State University Physicians, Inc.; and

WHEREAS all members of the Self-Insurance Board are appointed by The Ohio State University Board of Trustees upon recommendation of the President; and

WHEREAS the resignation of Galen Barnes was effective September 27, 2019:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the following individuals be appointed as members of the Self-Insurance Board effective December 1, 2019, for the term specified below:

- Cynthia A. Powell, CPA, term ending June 30, 2021
- Michael P. Leach, term ending June 30, 2021

BE IT FURTHER RESOLVED, That this appointment entitles each member to any immunity, insurance or indemnity protection to which officers and employees of the university are, or hereafter may become, entitled.

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

Resolution No. 2020-45

**APPROVAL TO ENTER INTO PROFESSIONAL SERVICES CONTRACTS
WMC Loading Dock Expansion and Renovation**

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

Controlled Environment Food Production Research Complex

Lincoln Tower Office Renovations

Wexner Medical Center Inpatient Hospital
 WMC West Campus Ambulatory Facilities

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

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

	Prof. Serv. Approval Requested	Total Requested	
WMC Loading Dock Expansion and Renovation	\$0.5M	\$0.5M	Auxiliary funds

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

	Prof. Serv. Approval Requested	Construction Approval Requested	Total Requested	
Controlled Environment Food Production Research Complex	\$1.4M	\$30.8M	\$32.2M	Fundraising University debt University funds
Lincoln Tower Office Renovations (increase)	\$0.2M	\$1.8M	\$2.0M	Auxiliary funds
Wexner Medical Center Inpatient Hospital	\$21.4M	\$7.8M	\$29.2M	Auxiliary funds
WMC West Campus Ambulatory Facilities	\$2.5M	\$17.7M	\$20.2M	Auxiliary funds

WHEREAS the Capital Investment Plan (CIP) outlines capital projects recommended for funding and was approved by the University Board of Trustees on August 30, 2019; and

WHEREAS approval for professional services and construction for the Wexner Medical Center Inpatient Hospital is needed to advance the design and to enable construction coordination; and

WHEREAS the full cost of professional services and enabling construction for the Wexner Medical Center Inpatient Hospital was not known at the time the CIP was approved; and

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

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

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the fiscal year 2020 Capital Investment Plan be amended to include professional services and construction for the Wexner Medical Center Inpatient Hospital in the amount of \$29.2M; and

BE IT RESOLVED, That the Board of Trustees hereby approves that the President and/or Senior Vice President for Business and Finance be authorized to enter into/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 XXIV for background information, page 664)

APPROVAL FOR ACQUISITION OF REAL PROPERTY

Resolution No. 2020-46

LOCATED AT 1619 HIGHLAND STREET, COLUMBUS, FRANKLIN COUNTY, OHIO

PARCEL 010-038978-00

Synopsis: Authorization to purchase real property located at 1619 Highland Street, Columbus, Franklin County, Ohio, is proposed.

WHEREAS the Ohio State University seeks to purchase improved real property located at 1619 Highland Street, Columbus, Ohio, identified as Franklin County parcel 010-038978-00; and

WHEREAS the property is currently zoned as a C4 commercial property and consists of a two-story multi-family apartment building; and

WHEREAS this is a strategic acquisition and supports the plan contemplated in Framework 2.0; and

WHEREAS all costs associated with the acquisition of the property will be provided by the Planning, Architecture and Real Estate's Land Purchase Reserve Fund, and all costs

associated with maintenance, repairs and any improvements will be provided by the Office of Planning, Architecture and Real Estate:

NOW THEREFORE

BE IT RESOLVED, That Board of Trustees hereby approves that the President and/or Senior Vice President for Business and Finance be authorized to take action required to effect the purchase of the referenced property in the name of the state of Ohio for the use and benefit of The Ohio State University, at a purchase price of \$950,000, and upon terms and conditions deemed to be in the best interest of the university.

(See Appendix XXV for background information, page 669)

APPROVAL FOR THE ACQUISITION OF REAL PROPERTY

Resolution No. 2020-47

915 OLENTANGY RIVER ROAD

COLUMBUS, FRANKLIN COUNTY, OHIO

Synopsis: Authorization to purchase real property located at 915 Olentangy River Road, Columbus, Franklin County, Ohio, is proposed.

WHEREAS The Ohio State University ("University") seeks to purchase improved real property located at 915 Olentangy River Road, Columbus, Ohio, identified as Franklin County parcel 010-280575 ("Property"); and

WHEREAS the property is strategically located 1.6 miles from the university's main campus; and

WHEREAS the property includes a five-story 137,529+ square foot building, known as the OSU Eye and Ear Institute, which houses multi-specialty medical groups and an ambulatory outpatient surgery center; and

WHEREAS this property is highly visible, well-located and supports the Wexner Medical Center's ambulatory care strategic plan and its mission to improve health in Ohio and across the world through innovation in research, education and patient care; and

WHEREAS the university currently leases the entire property under a long-term lease, approved by the Board of Trustees in 2009 by Resolution 2009-33 ("Lease"); and

WHEREAS the lease provides the university with an option to purchase the property ("Option"); and

WHEREAS the university exercised the option to purchase the property on December 20, 2018 ("Exercise Date"); and

WHEREAS the obligation of the university to purchase the property after exercising the option is subject to and conditioned upon (a) approval of its Board of Trustees and the State

of Ohio Controlling Board, and (b) the university's receipt and acceptance of two appraisals supporting the purchase price for the property prior to December 31, 2019:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the President and/or Senior Vice President for Business and Finance be authorized to take action required to effect the purchase of the referenced property at a price of \$43,000,000, in the name of the state of Ohio for the use and benefit of The Ohio State University Wexner Medical Center and upon terms and conditions deemed to be in the best interest of the university.

(See Appendix XXVI for background information, page 671)

UNIVERSITY FOUNDATION REPORT

Resolution No. 2020-48

Synopsis: Approval of The Ohio State University Foundation Report as of October 31, 2019, is proposed.

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

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

WHEREAS this report includes: (i) the establishment of one (1) endowed chair: the Corrine Frick Research Chair in Heart Failure and Arrhythmia; two (2) endowed professorships: the Dr. Melvin L. Morris Endowed Professorship in Inorganic Chemistry and the Eric Byron Fix-Monda Endowed Professorship; one (1) endowed scholarship as part of the Joseph A. Alutto Global Leadership Initiative; and twenty-four (24) additional named endowed funds; and (ii) the revision of four (4) named endowed funds:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves The Ohio State University Foundation Report as of October 31, 2019.

(See Appendix XXVII for background information, page 673)

NAMING OF MULTIPLE SPACES IN THE COVELLI CENTER

Resolution No. 2020-49

Synopsis: Approval for the naming of multiple spaces in the Covelli Center, located at 2640 Fred Taylor Drive, is proposed.

WHEREAS the Covelli Center, a multi-sport facility, will serve as a state-of-the-art competition venue for men's and women's fencing, men's and women's gymnastics, men's and women's volleyball and wrestling; and

WHEREAS the Covelli Center will serve as a home for the men's and women's volleyball student-athletes as well as the wrestling team, complete with locker rooms, coaches offices and video and lounge spaces; and

WHEREAS this facility will help attract and retain the best prospective student-athletes; and

WHEREAS the donors listed below have provided significant contributions to the construction of the Covelli Center and the Athletics District projects; and

- Beverly and Leo Brennan III
- Mike and Kathryn Kourie
- Elizabeth and John Sokol
- George Young

WHEREAS the naming has been reviewed according to the approval process outlined in the Naming Guidelines policy:

NOW THEREFORE

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

- How Firm Thy Friendship Film Room
- Sokol Family Visiting Locker Room
- George Young Conference Room

NAMING OF MULTIPLE SPACES IN THE JENNINGS WRESTLING FACILITY

Resolution No. 2020-50

DEPARTMENT OF ATHLETICS

Synopsis: Approval for the naming of multiple spaces in the Jennings Wrestling Facility, located at 684 Irving Schottenstein Drive, is proposed.

WHEREAS the Jennings Wrestling Facility will provide a state-of-the-art practice facility, coaches' offices and other spaces for Ohio State wrestling student-athletes; and

WHEREAS the Jennings Wrestling Facility will serve as a space for the wrestling student-athletes to lift, condition, train and rehabilitate injuries, and to strive for peak performance; and

WHEREAS this facility will help attract and retain the best prospective wrestling student-athletes; and

WHEREAS the donors listed below have provided significant contributions to the construction of the Jennings Wrestling Facility; and

- A. Alex Porter
- Karen and Steve Skilken

WHEREAS the naming has been reviewed according to the approval process outlined in the Naming Guidelines policy:

NOW THEREFORE

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

- Alex Porter Lounge
- Ryan's Command

**NAMING OF THE MENARD FAMILY
DRUG ENFORCEMENT AND POLICY CENTER SUITE**

Resolution No. 2020-51

IN DRINKO HALL, MORITZ COLLEGE OF LAW

Synopsis: Approval for the naming of the office suite (Room 453) in Drinko Hall located at 55 West 12th Avenue, is proposed.

WHEREAS the Drug Enforcement and Policy Center focuses on promoting and supporting interdisciplinary, evidence-based research, scholarship, education, community outreach and public engagement on the myriad issues and societal impacts surrounding the reform of criminal and civil laws prohibiting or regulating the use and distribution of traditionally illicit drugs; and

WHEREAS the center helps shape and enrich public conversations about the intersecting fields of drug policy and enforcement, and their historical and modern impact on society; and

WHEREAS the Menard family has provided significant contributions to the Moritz College of Law and the Drug Enforcement and Policy Center; and

WHEREAS the naming has been reviewed according to the approval process outlined in the Naming Guidelines policy:

NOW THEREFORE

BE IT RESOLVED, That in acknowledgement of the Menard family's philanthropic support, the Board of Trustees hereby approves in accordance with paragraph (D) of rule 3335-1-08 of the Ohio Administrative Code, that the aforementioned office suite (Room 453) in Drinko Hall be named The Menard Family Drug Enforcement and Policy Center Suite for the life of the current facility.

NAMING OF VERTIV CLASSROOM

Resolution No. 2020-52

IN SCOTT LABORATORY, COLLEGE OF ENGINEERING

Synopsis: Approval to change the name of the Emerson Network Power Liebert Corporation Classroom, located in Scott Laboratory at 201 West 19th Avenue, to Vertiv Classroom, is proposed.

WHEREAS Scott Laboratory is a center of activity, dialogue and learning for students

enrolled in the Department of Mechanical and Aerospace Engineering; and

WHEREAS the classroom was named in 2007 in recognition of generous contributions from the Emerson Network Power Liebert Corporation to Scott Laboratory; and

WHEREAS the university wishes to continue to celebrate Vertiv's contributions and reflect the company's current name; and

WHEREAS the naming has been reviewed according to the approval process outlined in the Naming Guidelines policy:

NOW THEREFORE

BE IT RESOLVED, That in acknowledgment of Vertiv's philanthropic support, the Board of Trustees hereby approves in accordance with paragraph (D) of rule 3335-1-08 of the Ohio Administrative Code, that the aforementioned Emerson Network Power Liebert Corporation Classroom be renamed Vertiv Classroom for the life of the physical facility.

NAMING OF INTERNAL SPACES

Resolution No. 2020-53

IN THE VETERINARY MEDICAL CENTER HUMMEL & TRUEMAN HOSPITAL FOR COMPANION ANIMALS

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

WHEREAS since 1885, the College of Veterinary Medicine has had a comprehensive referral VMC that admits more than 35,000 animal patients each year, representing a wide range of species including companion, farm, equine and service animals; and

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

WHEREAS the Hummel & Trueman Hospital for Companion Animals consists of enriched teaching and learning areas for students and dedicated treatment areas for specialty services, and the collaborative clinical environment will give veterinary students the ability to work one-on-one with expert faculty in a top-ranked veterinary school; and

WHEREAS the donors listed below have provided significant contributions to the building funds for the new VMC Hummel & Trueman Hospital for Companion Animals and the Clinical Office Building; and

- Friend of The Ohio State University Veterinary Medical Center
- Veterinary Medicine Class of 1989

WHEREAS the naming has been reviewed according to the approval process outlined in the Naming Guidelines policy:

NOW THEREFORE

BE IT RESOLVED, that in acknowledgment of the donors' philanthropic support, the Board of Trustees hereby approves in accordance with paragraph (D) of rule 3335-1-08 of the Ohio Administrative Code, that the spaces in the Veterinary Medical Center Hummel & Trueman Hospital for Companion Animals and Clinical Office Building be named the following for the life of the physical facility:

- Oncology Clinical Space (1082)
- Class of 1989 Exam Room (1022)

NAMING OF THE JOHN AND MARY LIB WHITE LABORATORY

Resolution No. 2020-54

IN BAKER SYSTEMS ENGINEERING, COLLEGE OF ENGINEERING

Synopsis: Approval for the naming of laboratories 550 and 580 in Baker Systems Engineering, located at 1971 Neil Avenue, is proposed.

WHEREAS the Spine Research Institute is a unique group of multi-disciplinary experts and facilities dedicated to the prevention, evaluation and treatment of spine and other musculoskeletal disorders; and

WHEREAS the new facilities will include a dedicated lab area for clinical biomechanics studies of the spine and a second high-end data collection space that will enable researchers to run several complex research studies simultaneously; and

WHEREAS John A. White and Mary Elizabeth White have provided significant contributions to the College of Engineering and the Spine Research Institute; and

WHEREAS the naming has been reviewed according to the approval process outlined in the Naming Guidelines policy:

NOW THEREFORE

BE IT RESOLVED, That in acknowledgement of John A. White and Mary Elizabeth White's philanthropic support, the Board of Trustees hereby approves in accordance with

paragraph (D) of rule 3335-1-08 of the Ohio Administrative Code, that the aforementioned laboratories (Rooms 550 and 580) be named the John and Mary Lib White Laboratory for the life of the current facility.

**NAMING OF THE LINDA AND JOE
CHLAPATY LABORATORIES**

Resolution No. 2020-55

**IN THE INTERDISCIPLINARY
RESEARCH FACILITY**

Synopsis: Approval for naming of the fifth floor of the Interdisciplinary Research Facility, to be located at 2255 Kenny Road, is proposed.

WHEREAS the Interdisciplinary Research Facility will support Ohio State's strategic plan by creating hubs for groundbreaking, interdisciplinary research and fostering collaborative and innovative research that addresses society's biggest challenges; and

WHEREAS the Interdisciplinary Research Facility will provide an innovative and modern environment to serve multiple disciplines and is an anchor for Ohio State's future West Campus innovation district; and

WHEREAS Linda and Joe Chlapaty have provided significant contributions to the Wexner Medical Center and the Interdisciplinary Research Facility; and

WHEREAS the naming has been reviewed according to the approval process outlined in the Naming Guidelines policy:

NOW THEREFORE

BE IT RESOLVED, That in acknowledgement of Linda and Joe Chlapaty's philanthropic support, the Board of Trustees hereby approves in accordance with paragraph (D) of rule 3335-1-08 of the Ohio Administrative Code that the fifth floor of the Interdisciplinary Research Facility be named the Linda and Joe Chlapaty Laboratories for the life of the physical facility.

APPROVAL TO ENTER INTO A JOINT USE AGREEMENT

Resolution No. 2020-56

**BETWEEN THE OHIO STATE UNIVERSITY AND
CANINE COMPANIONS FOR INDEPENDENCE**

Synopsis: Authorization to enter into a Joint Use Agreement (JUA) with Canine Companions for Independence (“Canine Companions”), an Ohio nonprofit agency, to document the value and permit the release of funds appropriated in the State Capital Bill to construct a new campus and training facility, is proposed.

WHEREAS The Ohio State University was allocated \$750,000 in the 2019 State Capital Bill specifically designated for use by Canine Companions; and

WHEREAS Canine Companions will utilize the funds for construction costs related to the creation of the Canine Companions North Central Region’s new campus and training facility; and

WHEREAS Canine Companions will make the facilities available for use by the university as detailed in the JUA; and

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

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

WHEREAS the university’s use of the Canine Companions campus 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 Canine Companions, the Ohio Department of Higher Education requires that a JUA between the university and Canine Companions 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 this Joint Use Agreement containing terms and conditions deemed to be in the best interest of the university.

(See Appendix XXVIII for background information, page 711)

**ESTABLISHMENT OF A PROFESSIONAL SCIENCE MASTERS DEGREE PROGRAM
IN TRANSLATIONAL DATA ANALYTICS**

Resolution No. 2020-57

TRANSLATIONAL DATA ANALYTICS INSTITUTE (TDAI)

Synopsis: Approval to establish the Professional Science Master's Degree Program in Translational Data Analytics in the Translational Data Analytics Institute (TDAI); the Department of Computer Science in the College of Engineering; and the Department of Design, Department of Statistics and the Advanced Computing Center for the Arts And Design (ACCAD) in the College of Arts and Sciences, is proposed.

WHEREAS this is a post-baccalaureate professional degree aimed at employees of local and regional businesses; and

WHEREAS the program addresses the increasing demand for deep analytical skills within business and redresses a skills gap identified by industry at the local and global level; and

WHEREAS the curriculum provides knowledge of fundamental principles of computer science; fundamental principles of data analysis, statistical inference and machine learning; translational competency, enabling the transfer, application and validation of analytical methods as well as understanding of data governance obligations and ethics; and mastery of professional skills, such as storytelling and translating technical solutions to audiences with varied backgrounds; and

WHEREAS the proposal was reviewed and approved by the Council on Academic Affairs at its meeting on June 13, 2019; and

WHEREAS the proposal was reviewed and received a vote of approval by the University Senate on September 19, 2019

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the establishment of the Professional Science Master's Degree Program in Translational Data Analytics in the Translational Data Analytics Institute.

(See Appendix XXIX for background information, page 712)

AMENDMENTS TO THE RULES OF THE UNIVERSITY FACULTY

Resolution No. 2020-58

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 rules 3335-8-27.1 and 3335-8-32 in the *Rules of the University Faculty* were approved by the University Senate on November 14, 2019; and

WHEREAS the proposed elimination of rule 3335-3-18 and the creation of rule 3335-3-28 in the *Rules of the University Faculty* were approved by the University Senate on November 14, 2019:

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 XXX for background information, page 738)

FACULTY PERSONNEL ACTIONS

Resolution No. 2020-59

BE IT RESOLVED, That the Board of Trustees hereby approves the faculty personnel actions as recorded in the personnel budget records of the university since the August 30, 2019, meeting of the board, including the following appointments, appointments/reappointments of chairpersons, faculty professional leaves and emeritus titles:

Appointments

Name: FREDERICK L. ALDAMA
Title: Distinguished University Professor
College: Arts and Sciences
Term: July 1, 2019

Name: JORDAN M. CLOYD
Title: Ward Family Surgical Oncology Designated Professorship
College: Medicine
Term: December 1, 2019 through June 30, 2024

Name: LIAN DUAN
Title: Honda Chair in Transportation
College: Engineering
Term: September 1, 2019 through August 31, 2024

Name: VADIM FEDOROV
Title: Corrine Frick Research Chair in Heart Failure and Arrhythmia
College: Medicine
Term: December 1, 2019 through June 30, 2024

Name: DOROTA A. GREJNER-BRZEZINSKA
Title: Distinguished University Professor
College: Engineering
Term: July 1, 2019

Name: ZIHAI LI
Title: Klotz Chair in Cancer Research
College: Medicine
Term: December 1, 2019 through June 30, 2024

November 21, 2019, Board of Trustees meeting

Name: LI-CHIANG LIN
Title: Umit S. Ozkan Professorship in Chemical and Biomolecular Engineering
College: Engineering
Term: September 1, 2019 through August 31, 2024

Name: DEBORAH JONES MERRITT
Title: Distinguished University Professor
College: Michael E. Moritz College of Law
Term: July 1, 2019

Name: *AMY M. MOORE
Title: Robert L. Ruberg MD Alumni Chair in Plastic Surgery
College: Medicine
Term: November 15, 2019 through November 14, 2023

Name: *SAYOKO E. MOROI
Title: William H. Havener, MD, Chair in Ophthalmology Research
College: Medicine
Term: January 6, 2020 through January 5, 2024

Name: *OLUYINKA O. OLUTOYE
Title: E. Thomas Boles Jr. MD Chair in Pediatric Surgery
College: Medicine
Term: August 1, 2019 through July 31, 2023

Name: CARRIE SIMS
Title: Olga Jonasson, MD Professorship in Surgery
College: Medicine
Term: January 6, 2020 through June 30, 2024

Name: *AYLIN YENER
Title: Roy and Lois Chope Chair in Engineering
College: Engineering
Term: January 1, 2020 through December 31, 2025

*New Hire

Reappointments

Name: NICHOLAS A. BRUNELLI
Title: H.C. "Slip" Slider Professorship in Chemical and Biomolecular Engineering
College: College of Engineering
Term: September 1, 2018 through August 30, 2023

Name: B. SCOTT GAUDI
Title: Thomas Jefferson Chair for Discovery and Space Exploration
College: College of Arts and Sciences
Term: September 1, 2019 through August 31, 2024

Name: ANIL MAKHIJA
Title: Dean
College: Max M. Fisher College of Business
Term: November 21, 2019 through June 30, 2024

(See Appendix XXXI for background information, page 739)

DEGREES AND CERTIFICATES

Resolution No. 2020-60

Synopsis: Approval of Degrees and Certificates for autumn term 2019, is proposed.

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

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

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the degrees and certificates to be conferred on December 15, 2019, to those persons who have completed the requirements for their respective degrees and certificates and are recommended by the colleges and schools.

(See Appendix XXXII for background information, page 740)

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

Resolution No. 2020-61

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

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

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

WHEREAS the last revisions to the *Bylaws of the Ohio State University Board of Trustees* took place in August 2019:

NOW THEREFORE

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

(See Appendix XXXIII for background information, page 775)

**AMENDMENTS TO THE BYLAWS OF
THE OHIO STATE UNIVERSITY WEXNER MEDICAL CENTER BOARD**

Resolution No. 2020-62

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

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

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

WHEREAS the last revisions to the *Bylaws of The Ohio State University Wexner Medical Center Board* took place in May 2019; and

WHEREAS the Wexner Medical Center Board approved and recommended the attached amendments for approval by the University Board of Trustees on November 20, 2019:

NOW THEREFORE

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

(See Appendix XXXIV for background information, page 786)

RATIFICATION OF COMMITTEE APPOINTMENTS 2019-2020

Resolution No. 2020-63

BE IT RESOLVED, That the Board of Trustees hereby approves that the ratification of committee appointments for 2019-2020 are as follows:

Academic Affairs, Student Life & RESEARCH:

Alex Shumate, Chair
Brent R. Porteus, Vice Chair
Cheryl L. Krueger
Abigail S. Wexner
Hiroyuki Fujita
Alan A. Stockmeister
Elizabeth P. Kessler
Jeff M.S. Kaplan
Anand Shah
Alan VanderMolen
Janet Porter
SUSAN OLESIK (faculty member)
Gary R. Heminger (ex officio)

Advancement:

Erin P. Hoeflinger, Chair
Alan A. Stockmeister, Vice Chair
Alex Shumate
Cheryl L. Krueger
Abigail S. Wexner
Janice M. Bonsu
Alan VanderMolen
Janet Porter
Craig S. Bahner
Catherine Baumgardner (Alumni Assn member)
JANELLE JORDAN (Alumni Assn member)
Gifford Weary (Foundation Board member)
Alec Wightman (Foundation Board member)
Gary R. Heminger (ex officio)

AUDIT, COMPLIANCE & FINANCE:

Timothy P. Smucker, Co-Chair
John W. Zeiger, Co-Chair Chair
Brent R. Porteus
Erin P. Hoeflinger
Alexander R. Fischer
Hiroyuki Fujita
Elizabeth P. Kessler
Lewis Von Thaer
Jeff M.S. Kaplan

Janice M. Bonsu
James D. Klingbeil
Amy Chronis
Gary R. Heminger (ex officio)

Talent, Compensation and Governance:

Hiroyuki Fujita, Chair
Lewis Von Thaeer, Vice Chair
Alex Shumate
Erin P. Hoeflinger
John W. Zeiger
Elizabeth P. Kessler
Jeff M.S. Kaplan
Janice M. Bonsu
Janet Porter
Gary R. Heminger (ex officio)

Master Planning and Facilities:

Alexander R. Fischer, Chair
James D. Klingbeil, Vice Chair
Timothy P. Smucker
Brent R. Porteus
Anand Shah
Robert H. Schottenstein
Gary R. Heminger (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
Gary R. Heminger (ex officio, voting)
Michael V. Drake (ex officio, voting)
Harold L. Paz (ex officio, voting)
Bruce A. McPherson (ex officio, voting)
Michael Papadakis (ex officio, voting)

PERSONNEL ACTIONS

Resolution No. 2020-64

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 30, 2019, meeting of the board, including the following appointments and contract renewals:

Appointments

Name: Anne K. Garcia
Title: Interim Vice President and General Counsel
Unit: Office of Legal Affairs
Term: November 18, 2019

Name: Melissa Shivers
Title: Vice President for Student Life
Unit: Office of Student Life
Term: January 6, 2020

PRESIDENTIAL REVIEW AND COMPENSATION

Resolution No. 2020-65

Synopsis: Approval of changes to the president's base compensation, 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 pursuant to its charter, the Talent, Compensation & Governance Committee has reviewed the performance of the president for fiscal year 2019 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, Compensation & Governance 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 \$21,754 which amounts to 2.5 percent of his base salary.

(See Appendix XXXV for background information, page 804)

Mr. Heminger:

Thank you, Dr. Drake. First, we will hold a separate vote on item No. 6 — Authorization to Enter Into Professional Services and Construction Contracts. Please note that Mr. Fischer and Mr. Von Thaer have been advised to abstain.

Upon the motion of Mr. Zeiger, seconded by Mr. Kaplan, the Board of Trustees adopted the foregoing motion by majority roll call vote, cast by trustees Mr. Heminger, Mr. Smucker, Mr. Shumate, Ms. Krueger, Mrs. Hoeflinger, Dr. Fujita, Mr. Stockmeister, Mr. Zeiger, Ms. Kessler, Mr. Kaplan, Mr. Kiggin, Ms. Bonsu and Mr. Shah. Mr. Fischer and Mr. Von Thaer abstained.

Ms. Eveland:

Motion carries.

Mr. Heminger:

Now we will vote on the remainder of the items listed in the consent agenda.

Upon the motion of Mr. Fischer, seconded by Mr. Von Thaer, the Board of Trustees adopted the foregoing motion by unanimous roll call vote, cast by trustees Mr. Heminger, Mr. Smucker, Mr. Shumate, Ms. Krueger, Mr. Porteus, Mrs. Hoeflinger, Mr. Fischer, Dr. Fujita, Mr. Stockmeister, Mr. Zeiger, Ms. Kessler, Mr. Von Thaer, Mr. Kaplan, Mr. Kiggin, Ms. Bonsu and Mr. Shah.

Ms. Eveland:

Motion carries.

Mr. Heminger:

Thank you. Any other business to come before the board? If not, the next meetings of the Board of Trustees will be Wednesday, February 26 and Thursday February 27, 2020. With that, the meeting is adjourned, thank you.

November 21, 2019, Board of Trustees meeting

The meeting adjourned at 2:30 p.m.

Attest:

Gary R. Heminger
Chairman

Jessica A. Eveland
Secretary

Appendix XX



THE OHIO STATE UNIVERSITY

Board of Trustees

210 Bricker Hall
190 North Oval Mall
Columbus, OH 43210-1388

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

SUMMARY OF ACTIONS TAKEN

November 20, 2019 - Wexner Medical Center Board Meeting

Voting Members Present:

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

Janet Porter
W.G. "Jerry" Jurgensen
Robert H. Schottenstein
Cindy Hilsheimer
Gary R. Heminger (ex officio)

Michael V. Drake (ex officio)
Harold L. Paz (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. Larmore
Andrew M. Thomas
Elizabeth O. Seely

William B. Farrar
Thomas Ryan
Amanda N. Lucas

Members Absent:

Mary A. Howard

Stephen D. Steinour

PUBLIC SESSION

The Wexner Medical Center Board convened for its 32nd meeting on Wednesday, November 20, 2019, in the Longaberger Alumni House, Sanders Grand Lounge. Board Secretary Jessica A. Eveland called the meeting to order at 9:10 a.m.

Item for Action

1. Approval of Minutes: No changes were requested to the August 28, 2019, meeting minutes; therefore, a formal vote was not required and the minutes were considered approved.

Items for Discussion

2. Chancellor's Report: Dr. Harold Paz shared that Ohio State was the only university in the nation to have four of its health sciences colleges recognized with INSIGHT Into Diversity magazine's 2019 Health Professional Higher Education Excellence in Diversity Award. INSIGHT is the oldest and largest diversity-focused publication in higher education. Dr. Paz also announced a \$15 million commitment from Joe and Linda Chlapaty to advance heart research at Ohio State. As part of this gift, the Chlapaty family will support a critical capital project — the Interdisciplinary Research Facility on West Campus.
3. Leading the Way: Efforts to Improve Infant Mortality Rates in Ohio: Dr. Mark Landon, chair of the Obstetrics and Gynecology Department, and Dr. Cynthia Shellhaas, an OB/GYN professor and specialist in maternal fetal medicine, gave a report on the medical center's extensive efforts to address the issue of infant mortality facing our local communities. Ohio has one of the highest infant mortality rates in the country. Even more troubling, there is a two- to three-fold increase in the rate of infant mortality among babies of African American women. These disparities can largely be explained by social determinants of health. The medical center has implemented a number of innovative programs in the community and with community partners to reduce these rates. One of these is the well-known Moms2B program, which provides social support and nutrition/parenting education for expectant mothers. The Governor and First Lady DeWine are great supporters of Moms2B and have expressed a strong interest in expanding the program to other locations throughout the state.
4. Wexner Medical Center Operations Report: David McQuaid gave a brief report on operational items, including the status of the new patient parking garage on Cannon Drive and zoning approval for the Dublin ambulatory care location. He also gave some highlights from Healthy Community Day at the Jameson Crane Sports Medicine Institute.
5. Wexner Medical Center Financial Report: Mark Larmore shared that, overall, the financial health of the medical center is very strong. The operating margin is about \$5 million ahead of budget and adjusted admissions are 11% ahead of budget.



Items for Discussion (continued)

6. James Cancer Hospital Report: Dr. William Farrar shared updates regarding the great work going on at The James. First, he highlighted this year’s fundraising results from the annual Pelotonia event, where there were more than 7,400 participants and 3,000 volunteers. Pelotonia raised more than \$23 million, raising the total support for cancer research at Ohio State over its 11-year history to \$207 million. Dr. Farrar also provided an update on the cancer center core grant renewal due in January. The James was awarded the Press Ganey Guardian of Excellence in Patient Experience Award for reaching the 95th percentile for each reporting period for the award year in inpatient care. The James also received the Pinnacle of Excellence award for maintaining consistently high levels of excellence over multiple years in inpatient care.

Items for Action

7. Resolution No. 2020-37, Recommend For Approval to Enter Into/Increase Professional Services and Enter Into/Increase 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 project:

	Prof. Serv. Approval Requested	Total Requested	
WMC Loading Dock Expansion and Renovation	\$0.5M	\$0.5M	Auxiliary funds

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

	Prof. Serv. Approval Requested	Construction Approval Requested	Total Requested	
Lincoln Tower Office Renovations (increase)	\$0.2M	\$1.8M	\$2.0M	Auxiliary funds
Wexner Medical Center Inpatient Hospital	\$21.4M	\$7.8M	\$29.2M	Auxiliary funds
WMC West Campus Ambulatory Facilities	\$2.5M	\$17.7M	\$20.2M	Auxiliary funds

NOW THEREFORE

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

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

(See Attachment VI for background information, page 508)

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



THE OHIO STATE UNIVERSITY

Items for Action (continued)

8. Resolution No: 2020-38, Recommend for Approval the Acquisition of Real Property

Synopsis: Authorization to purchase real property located at 915 Olentangy River Road, Columbus, Franklin County, Ohio, is proposed.

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

WHEREAS The Ohio State University ("University") seeks to purchase improved real property located at 915 Olentangy River Road, Columbus, Ohio, identified as Franklin County parcel 010-280575 ("Property"); and

WHEREAS the property is strategically located 1.6 miles from the university's main campus; and

WHEREAS the property includes a five-story 137,529+ square foot building, known as the OSU Eye and Ear Institute, which houses multi-specialty medical groups and an ambulatory outpatient surgery center; and

WHEREAS this property is highly visible, well-located and supports the Wexner Medical Center's ambulatory care strategic plan and its mission to improve health in Ohio and across the world through innovation in research, education and patient care; and

WHEREAS the university currently leases the entire property under a long-term lease, approved by the Board of Trustees in 2009 by Resolution 2009-33 ("Lease"); and

WHEREAS the lease provides the university with an option to purchase the property ("Option"); and

WHEREAS the university exercised the option to purchase the property on December 20, 2018 ("Exercise Date"); and

WHEREAS the obligation of the university to purchase the property after exercising the option is subject to and conditioned upon (a) approval of its Board of Trustees and the State of Ohio Controlling Board, and (b) the university's receipt and acceptance of two appraisals supporting the purchase price for the property prior to December 31, 2019:

NOW THEREFORE

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

BE IT FURTHER RESOLVED, That the President and/or Senior Vice President for Business and Finance be authorized to take action required to effect the purchase of the referenced property at a price of \$43,000,000, in the name of the state of Ohio for the use and benefit of The Ohio State University Wexner Medical Center and upon terms and conditions deemed to be in the best interest of the university.

(See Attachment VII for background information, page 514)



THE OHIO STATE UNIVERSITY

Items for Action (continued)

9. Resolution No: 2020-39, Amendments to the Bylaws of The Ohio State University Wexner Medical Center Board

Synopsis: Approval of the attached amendments to the Bylaws of The Ohio State University Wexner Medical Center Board, is proposed.

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

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

WHEREAS the last revisions to the bylaws of The Ohio State University Wexner Medical Center Board took place in May 2019:

NOW THEREFORE

BE IT RESOLVED, That the Wexner Medical Center Board hereby recommends approval by the University Board of Trustees of the attached amendments to the bylaws of The Ohio State University Wexner Medical Center Board.

(See Attachment VIII for background information, page 516)

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

EXECUTIVE SESSION

It was moved by Mrs. Wexner, and seconded by Dr. Porter, 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 and personal matters involving the appointment and employment of public officials, which are required to be kept confidential under Ohio law, and to consult with legal counsel regarding pending or imminent litigation.

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, Mr. Heminger, Mrs. Wexner, Ms. Krueger, Dr. Fujita, Mr. Zeiger, Dr. Porter, Mr. Schottenstein, Mr. Jurgensen, Ms. Hilsheimer, Dr. Drake, Dr. Paz, Dr. McPheron and Mr. Papadakis.

The board entered executive session at 10:10 a.m. and the board meeting adjourned at 1:34 p.m.

Project Data Sheet for Board of Trustees Approval

WMC Loading Dock Expansion and Renovation

OSU-200238 (CNI#19000137)

Project Location: Doan Hall

- **approval requested and amount**
professional services (through DD) \$0.5M

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

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

- **project schedule**
BoT professional services approval 11/19
design/bidding
construction
facility opening



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

- **planning framework**
 - this project is included in the FY 2020 Capital Investment Plan and is based on a study of dock operations completed in March 2018
 - final project scope and budget will be validated during design

- **project scope**
 - the project will renovate and expand the clean and soiled staging area, add additional soiled dock doors, upgrade the pneumatic trash and linen system
 - the expanded dock will support the continued growth of the Medical Center

- **approval requested**
 - approval is requested to enter into professional services contracts through Design Development

-
- **project team**
University project manager: Robin Faires
AE/design architect: TBD
CM at Risk: TBD

Project Data Sheet for Board of Trustees Approval

Lincoln Tower Office Renovations

OSU-190192 (CNI# 18000154, 19000137)

Project Location: Lincoln Tower

- **approval requested and amount**
increase professional services and construction

	Orig	Incr	Total
prof services	\$0.6M	\$0.2M	\$0.8M
construction	\$4.4M	\$1.8M	\$6.2M

- **project budget**

professional services	\$0.8M
construction w/contingency	\$6.2M
total project budget	\$7.0M

- **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 – 10/19
construction	11/19 – 06/20
facility opening	06/20

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

- **planning framework**
 - this project is included in the FY 2019 and FY 2020 Capital Investment Plans

- **project scope**
 - the project will renovate the 11th, 12th and 13th floors for Hematology and Medical Oncology faculty and staff currently located in Starling Loving
 - the project increase is a result of adding a floor to the scope
 - overall scope includes a redesign of the space and installation of modular workspaces
 - the proposed layout allows for faculty and staff growth consistent with the Wexner Medical Center strategic plan

- **approval requested**
 - approval is requested to increase professional services and construction contracts

-
- **project team**

University project manager:	Lance Timmons
AE/design architect:	Shyft Collective Design
General contract:	

Project Data Sheet for Board of Trustees Approval

Wexner Medical Center Inpatient Hospital

OSU-180391 (CNI# 17000099)

Project Location: 10th Avenue / Cannon Drive

- **approval requested and amount**

professional services	\$21.4M
construction (enablers)	\$7.8M
- **project budget**

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

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

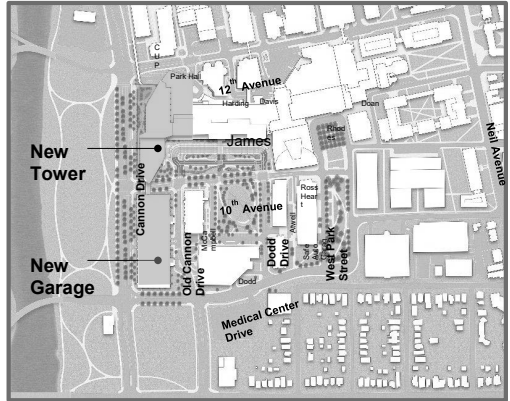
BoT professional services approval	2/18
design/bidding	
construction	
facility opening	

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

- **planning framework**
 - the project was included in the FY 2018 Capital Investment Plan for professional services; the FY 2020 Capital Investment Plan will be amended to include additional design and enabling construction work

- **project scope**
 - this project will design and construct new inpatient hospital tower with up to 840 private-room beds, replacing and expanding on the 440 beds in Rhodes Hall and Doan Hall
 - state-of-the-art diagnostic, treatment and inpatient service areas including emergency department, imaging, operating rooms, critical care and medical/surgical beds
 - leading-edge digital technologies to advance patient care and teaching
 - early enabling work includes investigative surveys and construction planning and coordination

- **approval requested**
 - approval is requested to increase professional services contracts through the Construction Document phase and increase construction contracts for enabling work
 - approval is requested to amend the Capital Investment Plan



- **project team**

University project manager:	Kristin Poldemann
AE/design architect:	Henningson Durham & Richardson
CM at Risk:	Walsh-Turner (joint venture)

Project Data Sheet for Board of Trustees Approval

WMC West Campus Ambulatory Facilities

OSU-180390 (CNI# 13000189, 18000175, 18000156)

Project Location: Kenny Road and Carmack Road

- **approval requested and amount**

professional services (garage/site CDs)	\$2.5M
construction w/contingency (garage)	\$17.7M

- **project budget**

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

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

- **project schedule**

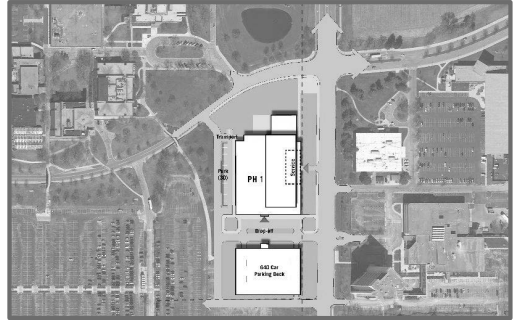
BoT professional services approval	11/18
BoT construction approval – garage	11/19
design/bidding	12/18 – 5/20
construction	5/20 – 12/22
facility opening – garage	2022
facility opening – ambulatory	2022
facility opening – proton	2023

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

- **planning framework**
 - consistent with the university and Wexner Medical Center strategic plans
 - the project is included in the FY 2019 and FY 2020 Capital Investment Plans

- **project scope**
 - the project will construct a cancer-focused ambulatory facility including a surgical center, proton therapy, and medical office space of approximately 400,000 sf
 - the proton therapy facility will focus on cutting edge cancer treatments
 - facilities 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
 - the project will also include a 640-space parking garage

- **approval requested**
 - approval is requested to increase professional services for early site work and to complete the design of the garage and to increase construction contracts for the construction of the garage and early abatement



-
- **project team**

University project manager:	Mitch Dollery
AE/design architect:	Perkins & Will
CM at Risk:	BoldtLinbeck (joint venture)

WEXNER MEDICAL CENTER BOARD PROJECTS RECOMMENDED FOR APPROVAL



November 20, 2019



THE OHIO STATE UNIVERSITY

Professional Services and Construction Contracts

Project Name	Professional Services Approval Requested	Construction Approval Requested	Total Requested	Funding Sources
WMC Loading Dock Expansion and Renovation	\$0.5M	\$0.0	\$0.5M	Auxiliary Funds
Lincoln Tower Office Renovations (project increase)	\$0.2M	\$1.8M	\$2.0M	Auxiliary Funds
WMC Inpatient Hospital	\$21.4M	\$7.8M (enabling work)	\$29.2M	Auxiliary Funds
WMC West Campus Ambulatory Facilities	\$2.5M	\$17.7M	\$20.2M	Auxiliary Funds

Attachment VII

**APPROVAL FOR ACQUISITION OF REAL PROPERTY
915 OLENTANGY RIVER ROAD
COLUMBUS, FRANKLIN COUNTY, OHIO
BOARD BACKGROUND**

Background

The Ohio State University's Wexner Medical Center (WMC) seeks to acquire approximately 7.489 acres of improved real property located at 915 Olentangy River Road (Property) from Gowdy Partners II, LLC (Owner). The Property is improved with a five-story, 137,529± square foot medical office building (MOB) with adjacent parking, which WMC operates as its OSU Eye and Ear Institute (Institute). The Property is highly visible and well located and is home to a variety of healthcare services critical to WMC to meet the objectives of its ambulatory care strategic plan and its mission to improve health in Ohio and across the world through innovation in research, education and patient care.

WMC currently occupies the entire Property pursuant to a long-term lease the OSU Board of Trustees approved at its September 19, 2008 meeting through Resolution No. 2009-33 (Lease). The Lease provides the university with an option to purchase the Property. The university exercised the option to purchase the Property on December 20, 2018.

The obligation of the university to purchase the Property after exercising the option is subject to and conditioned upon (a) approval of its Board of Trustees and the State of Ohio Controlling Board and (b) the university's receipt and acceptance to two appraisals supporting the purchase price for the Property. Satisfaction of these conditions must occur by December 31, 2019.

Location and Description

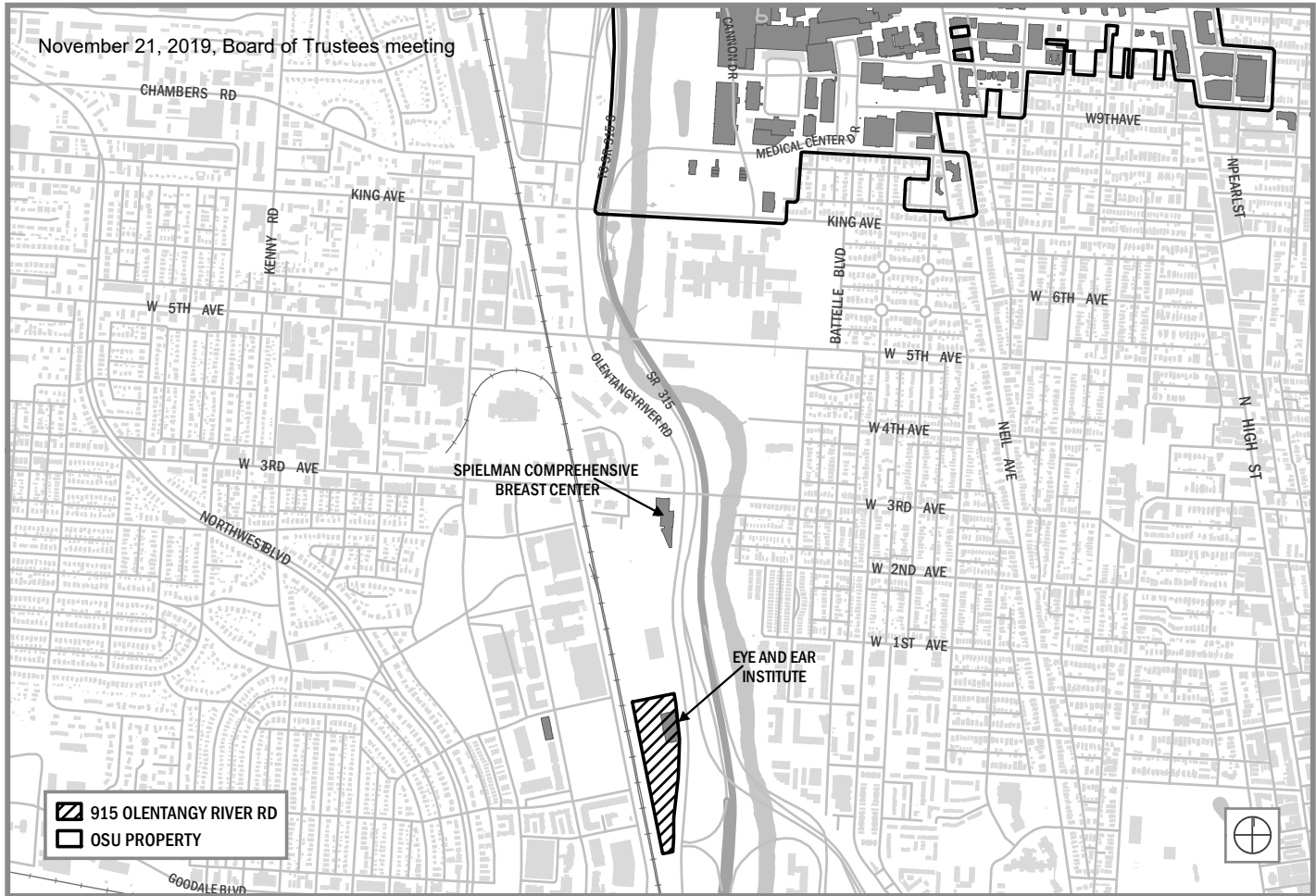
The parcel to be acquired, identified as county parcel 010-280575, is zoned CPD (Commercial Planned Development) and is part of a larger tract of land, commonly known as Gowdy Field. The Property is located at the southwest portion of the Gowdy Field land parcel that parallels State Route 315 and is located 1.6 miles from The Ohio State University (OSU) Columbus campus. The Institute includes multi-specialty medical groups, an ambulatory out-patient surgery center.

OSU Stefanie Spielman Comprehensive Breast Center, a four-story, 114,900 square foot, medical office building, which is fully leased by OSU, is also located at Gowdy Field.

Purchase of Property

WMC recommends that the university purchase the Property for \$43,000,000 on terms and conditions set forth in the purchase option and that are in the best interest of the university. The Wexner Medical Center will provide the source of funding for the acquisition.

November 21, 2019, Board of Trustees meeting



Attachment VIII

3335-93-01 The Ohio State University Wexner Medical Center Board.

(A) The Ohio state university Wexner medical center board ("University Wexner Medical Center Board") shall be the governing body responsible to the Ohio state university board of trustees ("University Board of Trustees") for operation, oversight, and coordination of the Ohio state university Wexner medical center consisting of the Ohio state university hospitals (Ohio state university hospital, Ohio state university hospital east, Ohio state Richard M. Ross heart hospital, Ohio state Harding hospital, Ohio state brain and spine hospital and Ohio state university rehabilitation services at Dodd hall) and the Ohio state James cancer hospital and Solove research institute ("The James") and other such clinical health care enterprises, including without limitation to ambulatory services and outpatient health care facilities, clinics, the faculty group practice, primary and specialty practices, university Wexner medical center signature programs, and clinical laboratories. The university Wexner medical center board shall be responsible for the development and strategic allocation of resources, planning and delivery of medical services, and such other powers and duties as detailed in rule 3335-93-02 of the Administrative Code, subject to the ultimate authority of the university board of trustees.

(B) The university Wexner medical center board shall be composed of up to sixteen voting members:

1. Up to five members of the university board of trustees appointed annually by the chair of the university board of trustees and ratified by the university board of trustees;
2. Up to six public members appointed annually by the chair of the university board of trustees in consultation with the university president, the executive vice president and chancellor for health affairs and the chair of the university board of trustees' talent, compensation and governance committee and ratified by the university board of trustees; and
3. Five ex-officio voting members consisting of:
 - a. The chair of the university board of trustees;
 - b. The university president;
 - c. The executive vice president and chancellor for health affairs;
 - d. The university senior vice president and chief financial officer; and
 - e. The university executive vice president and provost.

~~(C) The university Wexner medical center board shall also include the following ex-officio nonvoting members:~~

- ~~1. The dean of the college of medicine;~~
- ~~2. The president of the university faculty group practice;~~

- ~~3. The chief executive officer of the Ohio state university health system;~~
- ~~4. The chief executive officer(s) or executive director(s) of all university Wexner medical center hospitals;~~
- ~~5. The chief administrative officer of the Ohio state university health system;~~
- ~~6. The chief clinical officer of the Ohio state university Wexner medical center; and~~
- ~~7. The chief financial officer of the Ohio state university Wexner medical center.~~

(C) The selection criteria for public members shall ensure that the university Wexner medical center board membership will include persons with a broad array of skill sets, perspectives, backgrounds, including knowledge in health care delivery, sophisticated business expertise, prior board service, and/or persons who can assist the university Wexner medical center in its outreach to and relationships with the public, communities, and patients served, and governmental entities to ensure optimal operations and advancement of the university Wexner medical center's strategic mission, vision, and goals. Membership shall be national in scope and the selection processes shall incorporate the diversity policies of the university.

(Board approval dates: 8/30/2013, 8/28/2015, 6/9/2017, 11/3/2017, 5/31/2019)

3335-93-02 Powers and duties.

The university board of trustees retains its ultimate sovereign power and authority over and fiduciary responsibility for all aspects of the mission and operations of the university Wexner medical center, health sciences colleges, and clinical health care enterprises.

Under the ultimate authority of the university board of trustees and consistent with Ohio law, the university board of trustees authorizes and designates the university Wexner medical center board to act as a governing body on behalf of the university for certain quality and patient care matters, for all of the hospitals and clinics of the university. In accordance with that responsibility, as authorized by the university board of trustees, the university Wexner medical center board will be responsible for the following:

(A) Assuring the quality of patient care throughout the university Wexner medical center, including the planning and delivery of patient services and formation of quality assessments, improvement mechanisms and monitoring the achievement of quality standards and patient safety goals;

(B) Oversight for the purposes of accreditation and licensure; and

(C) Approval of clinical privileging forms, medical and dental staff appointments, clinical privileges, medical staff operations, including the approval, adoption, and amendment of medical staff bylaws and rules and regulations, and the conducting of peer review and professional review actions for medical staff and credentialed providers within university board of trustees-defined and approved parameters.

Any action taken by the board pursuant to the powers and duties as defined in paragraphs (A) to (C) of this rule shall be taken only by the voting, non-public members and approved by majority vote thereof.

In addition, in accordance with that authority and responsibility authorized by the university board of trustees, and consistent with Ohio law, the university Wexner medical center board shall serve in a consultative role and shall be responsible for, subject to the review and approval of the university board of trustees, the following:

(D) Making recommendations to the university board of trustees, university president, and executive vice president and chancellor for health affairs regarding the development and strategic allocations of resources of the university Wexner medical center, including operations, fiscal health, space and facilities management and utilization, personnel, safety and security, and technology;

(E) Oversight of extramural affiliations, partnerships, operating agreements, and strategic business opportunities as approved by the university board of trustees, with regard to the university Wexner medical center and its affiliated entities;

(F) Upon recommendation by the medical staff of university hospitals or the medical staff of the James, approval of medical staff bylaws amendments and recommendation thereof to the university board of trustees;

(G) Making recommendations for approval to the university board of trustees of the purpose and governance documents of any organization established as an auxiliary service organization to the university Wexner medical center;

(H) Monitoring and assisting the university Wexner medical center in its relationship with the public, affected communities, governmental entities, and public and private organizations;

(I) Monitoring the university Wexner medical center integrity and compliance programs as adopted by the university board of trustees; and

(J) Reviewing strategic plans, capital and operating budgets of the university Wexner medical center, and making recommendations for approval to the university board of trustees, university president, and executive vice president and chancellor for health affairs.

Subject to the ultimate authority of the university board of trustees, the university Wexner medical center board will serve in an advisory and consultative role to the university board of trustees, university president, and executive vice president and chancellor for health affairs, with regard to the following areas of operation of the university Wexner medical center:

(K) Providing general advice and guidance to the university board of trustees, university president, and executive vice president and chancellor for health affairs regarding extramural affiliations, operating agreements and other strategic business opportunities of the university Wexner medical center; and

(L) Advising the university board of trustees, university president, and executive vice president and chancellor for health affairs regarding strategic aspects the university's education and research programs in the health sciences colleges.

(Board approval dates: 8/30/2013, 11/8/2013, 8/28/2015, 5/31/2019)

3335-93-03 Relationship of the university Wexner medical center board to the health sciences academic programs.

The health sciences schools and colleges of the university carry out a significant portion of their educational and research activity in facilities of the university Wexner medical center. The university board of trustees shall have exclusive governing authority over the academic and research programs of the university Wexner medical center, including the college of medicine, the planning, administration, and operations of the health sciences schools and colleges and all other educational and research institutes, centers, and programs. The university Wexner medical center board shall lend its best efforts to assure that the programs of the health sciences colleges are effectively supported in collaboration with the university Wexner medical center's patient care programs. The executive vice president and chancellor for health affairs shall be charged with maintaining an effective liaison between the health sciences colleges and the university Wexner medical center board to assure excellence in both academic and patient care programs.

(Board approval dates: 8/30/2013, 8/28/2015, 5/31/2019)

3335-93-04 Accountability and reporting.

(A) To ensure that the university board of trustees meets its governance obligations under all applicable laws and regulations, the university Wexner medical center board shall be accountable to the university board of trustees.

1. The chair of the university Wexner medical center board or other designee as selected by the chair of the university board of trustees shall provide a summary report of its activities and actions taken at each regular meeting of the university board of trustees.
2. The chair of the university Wexner medical center board or other designee shall report annually also to the university board of trustees or appropriate Board committee on the following topics:
 - a. Annual patient safety and quality report;
 - b. Annual compliance report; and
 - c. Annual financial report.

(Board approval dates: 8/30/2013, 11/08/2013)

3335-93-05 Meetings and notice.

(A) Board year. The board year, shall be from May fourteenth to May thirteenth of each year to coincide with the terms of membership of the university board of trustees as articulated in the Ohio Revised Code section 3335.02.

(B) Regular meetings. Regular meetings of the university Wexner medical center board shall be held at least four times per year on a schedule established by the university board of trustees. The regular meetings shall be set and publicly announced and/or at such other time or place as may be announced by the chair.

(C) Special meetings. Special meetings may be called at the discretion of the chair of the university Wexner medical center board, the university president, the executive vice president and chancellor for health affairs, or the chair of the board of trustees, and shall be called by the chair at the request of three members of the university Wexner medical center board, provided that notice of any special meeting shall be given in accordance with Ohio law.

(D) Meetings of the university Wexner medical center board shall be conducted in accordance with the state laws of Ohio and open meetings laws, including, but

not limited to, the production and maintenance of minutes for all proceedings of the university Wexner medical center board.

(E) Except as otherwise specified in these bylaws, all meetings of the university Wexner medical center board and its committees shall be conducted in accordance with the latest revision of "Robert's Rules of Order."

(Board approval date: 8/30/2013, 11/6/2015, 5/31/2019)

3335-93-06 Quorum.

A majority of voting members, including at least three university trustees, shall constitute a quorum for the conducting of business at any meeting of the university Wexner medical center board. If quorum is present, a majority vote of those members present and voting, subject to these bylaws, shall be required for approval of actions by the university Wexner medical center board. If there is a vacancy in an ex-officio voting position of the university Wexner medical center board, that position shall not be included for the purposes of determining quorum for a meeting.

(Board approval date: 8/30/2013, 6/9/2017)

3335-93-07 Vacancies.

Whenever a vacancy occurs on the university Wexner medical center board, the chair of the university Wexner medical center board shall immediately notify the chair of the university board of trustees, the university president and the executive vice president and chancellor for health affairs, so that the university board of trustees or the appropriate appointing authority identified in paragraph (B) of rule 3335-93-01 of the Administrative Code may appoint a new member as soon as possible to fill the unexpired term.

(Board approval date: 8/30/2013, 5/31/2019)

3335-93-08 Removal.

The university Wexner medical center board chair, in consultation with the chair of the university board of trustees, the chair of the university board of trustees'

talent, compensation and governance committee, the university president, and the executive vice president and chancellor for health affairs may recommend to the university board of trustees that a public member of the university Wexner medical center board be removed or suspended. The university board of trustees has sole authority to appoint and remove public members of the university Wexner medical center board.

(Board approval date: 8/30/2013, 5/31/2019)

3335-93-09 Indemnification of university Wexner medical center board members.

Members of the university Wexner medical center board shall be entitled to legal defense and indemnification against any claims or liabilities which might arise from the performance of their duties on behalf of the university Wexner medical center board to the full extent permitted by Ohio law.

(Board approval date: 8/30/2013)

3335-93-10 Compensation of university Wexner medical center board and board committee members.

No university Wexner medical center board member shall receive compensation for services rendered in the capacity as a board member. However, nothing herein shall be construed to preclude any board member or committee member from receiving reimbursement for actual expenses incurred in the course of such service.

(Board approval date: 8/30/2013)

3335-93-11 Confidentiality and Conflicts of Interest.

In addition to any applicable restrictions or obligations set forth in Chapter 102, section 2921.42 of the Revised Code and section 2921.43 of the Revised Code, which may apply to university trustees and ex-officio members of the university Wexner medical center board as employees of the university, all members of the university Wexner medical center board, including public members and the appointed members of any and all board committees have a duty of loyalty and

fideli ty to the university, and they must govern their affairs honestly, exercising their best care, skill and judgment for the benefit of the university so as to avoid conflicts of interest and the appearance of impropriety.

Members of the university Wexner medical center board and its committees shall disclose to the chair of the university Wexner medical center board and the university general counsel any situation wherein such member has a potential conflict of interest that could possibly cause that member to act in other than the best interest of the university. In any such situation deemed a conflict of interest, the member shall abstain from acquiring any information developed by the university Wexner medical center board and from participating in any discussions or voting related to such situation.

All members of the university Wexner medical center board and its committees shall keep confidential all sensitive information of every kind including the strategic goals of groups, practices, entities or subdivisions within the university Wexner medical center to the extent permitted by law. Members of the board and its committees also shall abide by all confidentiality and conflict of interest policies and programs adopted by the university board of trustees from time to time.

The university Wexner medical center board shall adopt and periodically review the university board of trustees' statement of expectations, which shall address comportment among board members, with the university president and other internal constituents, and with external constituents.

(Board approval date: 8/30/2013, 5/31/2019)

3335-95-01 Officers of the board.

The officers of the university Wexner medical center board shall consist of a chair and such other officers appointed by the university board of trustees.

(Board approval dates: 4/3/2009, 10/29/2010, 8/30/2013, 5/31/2019)

3335-95-02 Chair.

The chair shall be selected among the voting members of the university Wexner medical center board and shall be appointed by the chair of the university board of trustees, in consultation with the university president and the executive vice president and chancellor for health affairs, and ratified by the university board of

trustees. The chair shall be appointed annually and have specific skills and qualifications including, but not limited to, prior experience leading a board and demonstrated experience in business management. The chair of the university Wexner medical center board shall preside at all meetings of the board.

(Board approval date: 5/22/2009, 10/29/2010, 2/1/2013, 8/30/2013, 8/28/2015, 11/3/2017, 5/31/2019)

3335-97-01 University Wexner medical center board standing committees.

The university Wexner medical center board shall approve the appointment of a finance committee and a quality and professional affairs committee. The chair of the university Wexner medical center board shall appoint the members of the board's committees. The chair of each committee of the university Wexner medical center board shall be selected from the voting members of the university Wexner medical center board. The board or the chair of the board may designate guidelines for the selection and participation of non-trustee members of committees.

(Prior effective date: 5/22/2009, Board approval date: 8/30/2013)

3335-97-02 Finance committee.

(A) Responsibilities. The finance committee shall review and evaluate the financial results, plans, and audits of the university Wexner medical center and its component entities for the purpose of assessing the overall financial risks and capacities of the university Wexner medical center and the congruity of the financial management, plans and objectives of the university Wexner medical center. The committee shall be responsible for: monitoring financial performance including achievement of financial goals and targets approved by the university Wexner medical center board and university board of trustees; reviewing and recommendation of operating and capital budgets to the university Wexner medical center board and the university board of trustees; advising on the acquisition or sale of property; construction, use, and allocation of physical space and facilities and technology; advising on current and future strategic business opportunities, including, but not limited to, affiliations, partnerships, mergers, acquisitions, and other business ventures; and other responsibilities as assigned by the chair of the university Wexner medical center board.

(B) Composition. The finance committee shall be composed of no fewer than five voting members of the university Wexner medical center board, with at least

three members being university trustees; the university chief financial officer; and such other members as determined by the chair of the university Wexner medical center board.

(C) Meetings. The committee shall meet at the call of the chair of the committee, but not less than quarterly. A majority of the voting members of the committee shall constitute a quorum. Meetings shall be conducted in accordance with the state laws of Ohio and open meetings laws.

(Board approval dates: 4/3/2009, 10/29/2010, 2/1/2013, 8/30/2013, 5/31/2019)

3335-97-03 Quality and professional affairs committee.

(A) Responsibilities. 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, including but not limited to the hospitals, clinics, ambulatory care facilities, and physician office facilities;
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.

(B) 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 executive vice president and chancellor for health affairs; the chief executive officer of the Ohio state university health system; the chief clinical officer of the medical center; the chief administrative officer of the Ohio state university health system; 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 Ohio state 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.

(C) Review and recommendation. The chief clinical officer of the medical center and the chief of staff for the medical staff of university hospitals shall present and make recommendations to the quality and professional affairs committee only with respect to those actions involving the university hospitals. The director of medical affairs of the James, the medical director of credentialing for the James and chief of staff for the medical staff of the James shall present and make recommendations to the quality and professional affairs committee only with respect to those actions involving the James.

(D) Voting. With respect to items coming before the quality and professional affairs committee as detailed in paragraph (A) of this rule, at least two voting, non-public members of the university Wexner medical center board must be

present. Any action taken by this committee pursuant to the responsibilities as defined in Section 3335-97-03 (A)(1) to (A)(11) of the Administrative Code shall be taken only by the voting, non-public, committee members and approved by a majority vote thereof. The chief quality and patient safety officer shall recuse themselves from voting on matters defined in section 3335-97-03 (A)(7) and (A)(10) of the Administrative Code.

(E) Meetings. The committee shall meet at least quarterly (four times per calendar year) or at the call of the chair of the committee and shall advise the university Wexner medical center board of its activities regularly. The committee shall act on behalf of the university Wexner medical center board in order to maintain the continuity of operations of the hospitals of the Ohio state university and the university hospitals and the James medical staffs; to review and to approve medical staff membership and to grant appropriate clinical privileges for practitioners in accordance with applicable laws, accreditation requirements, bylaws and rules established by the university board of trustees, university Wexner medical center board and university hospitals and the James medical staffs. Meetings shall be conducted in accordance with the state laws of Ohio and open meetings laws.

(Board approval dates: 8/30/2013, 11/08/2013, 8/29/2015, 11/6/2015, 4/8/2016, 5/31/2019)

3335-97-04 University Wexner medical center board special or ad-hoc committees

The university Wexner medical center board may establish special or ad-hoc committees as needed upon the approval of the university board of trustees.

(Board approval date: 8/30/2013, 5/31/2019)

3335-101-01 General.

The university Wexner medical center board shall hold the medical staff organization of university hospitals and the medical staff organization of the James cancer hospital accountable to the university Wexner medical center board for establishing and maintaining standards of medical care for their respective facilities. As provided in rule 3335-101-04 of the Administrative Code, revisions to medical staff bylaws are subject to review and approval by the university Wexner medical center board before they are submitted to the Ohio state university board of trustees for adoption.

(Board approval dates: 4/3/2009, 10/29/2010, 2/01/2013)

3335-101-02 Medical staff.

For purposes of this chapter, the words "medical staff" shall include all physicians, psychologists, podiatrists, and dentists who are authorized to provide care for patients in any medical care facility or program administered by the university Wexner medical center, and may include such other health care professionals as the medical staff bylaws designate.

(Board approval dates: 4/3/2009, 2/01/2013, 8/28/2015, 5/31/2019)

3335-101-03 Medical staff organization.

The organization of the medical staffs of the university Wexner medical center shall discharge those duties and responsibilities assigned to them by the university Wexner medical center board and is subject to the approval and authorization of the university Wexner medical center board. Those duties and responsibilities include the following purposes:

(A) To monitor the quality of medical care and make recommendations to the university Wexner medical center board to ensure that all patients - admitted to or treated at any of the facilities, departments, or services of university hospitals or the James cancer hospital - receive high quality medical care.

(B) To recommend, through the appropriate medical staff administrative committee, to the quality and professional affairs committee of the university Wexner medical center board the appointment or reappointment of an applicant to the medical staff of university hospitals or the James cancer hospital, the clinical privileges such applicant shall enjoy in the facilities of or associated with university hospitals or the James cancer hospital, and appropriate professional review action that may be necessary in connection with any member of the medical staff.

(C) To represent the medical staffs of university hospitals and the James cancer hospital and to provide the means whereby issues concerning the medical staffs of university hospitals and the James cancer hospital are discussed within the medical staff organization and among representatives of the medical staff, the

quality and professional affairs committee, the university Wexner medical center board, and the university Wexner medical center administration.

(D) To establish and enforce medical staff bylaws, rules and regulations governing actions of members of the medical staffs and practitioners granted clinical privileges.

(Board approval dates: 4/3/2009; 10/29/2010; 2/1/2013, 8/28/2015, 5/31/2019)

3335-101-04 Medical staff bylaws.

The medical staff organization shall recommend to the quality and professional affairs committee and the university Wexner medical center board amendments to medical staff bylaws, rules, and regulations that set forth by the medical staff organization and the governance process for maintaining such bylaws, rules, and regulations to accomplish the purposes set forth in rule 3335-101-03 of the Administrative Code. When such medical staff bylaws, rules, and regulations are adopted by the university Wexner medical center board and the Ohio state university board of trustees, they shall become effective and be part of the medical staff bylaws, rules, and regulations of the university Wexner medical center and the hospital and other facilities to which they apply. The medical staff organizations shall also be responsible for reviewing these bylaws, rules, and regulations periodically and recommending appropriate revisions to the quality and professional affairs committee and university Wexner medical center board.

(Board approval dates: 4/3/2009; 10/29/2010; 2/01/2013, 8/28/2015, 5/31/2019)

3335-101-05 Appointment to the medical staff and assignment of clinical privileges.

Upon recommendation of the medical staff of university hospitals or the James cancer hospital and in accordance with the medical staff bylaws, the university Wexner medical center board may appoint physicians, dentists, psychologists, and podiatrists meeting the qualifications prescribed in the medical staff bylaws, to membership on the medical staff of the university hospitals and the James cancer hospital and shall grant clinical privileges to such practitioners. Appointment to the medical staff carries with it full responsibility for the treatment of patients of the university Wexner medical center subject to such limitations as may be imposed by the university Wexner medical center board or the medical

staff bylaws, rules, and regulations of the medical staff. Appointment and reappointment to the medical staff shall be for a period not to exceed two years and shall be renewable in accordance with the reappointment procedure set forth in the medical staff bylaws. The chief medical officer of the medical center and the director of medical affairs for the James cancer hospital are delegated the responsibility by the university Wexner medical center board to grant temporary clinical privileges. The granting of temporary privileges shall be limited to situations which fulfill an important patient care need, and shall not be granted for a period of more than one hundred twenty days.

(Board approval dates: 4/3/2009; 10/29/2010; 2/01/2013, 8/28/2015)

3335-101-06 Medical staff administrative committees.

(A) Purpose. The medical staff administrative committee for the university hospitals medical staff and the medical staff administrative committee for the James cancer hospital each shall establish and maintain means of accountability to the university Wexner medical center board, in accordance with their respective medical staff bylaws. Each medical staff administrative committee shall concern itself primarily with the quality of medical care within the facilities of, or associated with, the university Wexner medical center. Each medical staff administrative committee shall receive and act upon all medical staff committee reports and make recommendations regarding medical staff appointments and clinical privileges to the university Wexner medical center board, through the board's quality and professional affairs committee. Other specific duties of the medical staff administrative committee are identified in the medical staff bylaws.

(B) Composition. The composition of the medical staff administrative committee of the university hospitals medical staff shall be determined in accordance with the university hospitals medical staff bylaws and the chief medical officer of the medical center shall serve as chair of the university hospitals medical staff administrative committee. The composition of the medical staff administrative committee of the James cancer hospital medical staff shall be determined in accordance with the James cancer hospital medical staff bylaws and the James cancer hospital director of medical affairs shall serve as chair of the James cancer hospital medical staff administrative committee. Any members may be removed from the medical staff administrative committee in accordance with the medical staff bylaws. Replacement or additional members may be appointed to the medical staff administrative committees in accordance with the medical staff bylaws and subject to review/renewal on a yearly basis to maintain the medical staff administrative committee's constituency.

(C) Meetings. Each medical staff administrative committee shall meet monthly. Minutes of the meetings shall be available to all members of the university Wexner medical center board and the quality and professional affairs committee of the university Wexner medical center board, the executive vice president and chancellor for health affairs, the dean of the college of medicine and the deans of other professional colleges whose faculty have appointments on the medical and dental staffs.

(Board approval dates: 4/3/2009; 10/29/2010; 2/01/2013, 8/28/2015, 5/31/2019)

3335-101-07 Hospitals clinical departments.

(A) Appointment of the chief of each clinical department of each hospital is subject to approval by the university Wexner medical center board on the recommendation of the dean of the applicable professional college and the executive vice president and chancellor for health affairs. All such appointments shall be periodically reviewed by the university Wexner medical center board. Any vacancy in the position of chief of a clinical department may be filled on an interim basis by the dean of the appropriate professional college, after consultation with the university Wexner medical center board. (In standard practice, the chief of a clinical department will be the chair of the corresponding academic department.)

(B) The university Wexner medical center board may delegate, through approval of the medical staff bylaws or by appropriate board resolution, to the chiefs of the clinical departments responsibility for maintaining the quality of medical care in their services, and for recommending an applicant's appointment or reappointment to the appropriate medical staff and privileges for such an applicant.

(C) The executive vice president and chancellor for health affairs shall recommend a candidate for the appointment of the chief clinical officer of the medical center to the university Wexner medical center board. The university Wexner medical center board shall appoint the chief clinical officer of the medical center. The chief clinical officer of the university Wexner medical center shall report to the vice president for health services, the executive vice president and chancellor for health affairs and to the university Wexner medical center board. In matters relating to medical care in the university hospitals, members of the clinical departments of the university hospitals are accountable to the clinical chiefs, and medical directors who are accountable to the chief clinical officer of the medical center.

(D) The chief clinical officer is the senior medical officer for the medical center with the responsibility and authority for all health and medical care delivered at the medical center. The chief clinical officer is responsible for overall quality improvement and clinical leadership throughout the medical center, physician alignment, patient safety and medical staff development. The chief clinical officer is a key member of the senior management team and is expected to participate in all strategic, operational and policy decisions as a senior corporate officer of the medical center. The chief clinical officer is accountable for developing and managing systems and forums that foster the transfer of knowledge, information and process improvement methodologies to administrative and clinical leadership and staff. The chief clinical officer has the authority and responsibility of the organization of clinical service to optimize high quality care.

(E) The executive vice president and chancellor for health affairs shall appoint a medical director for each of the university hospitals. The medical director of each hospital shall report to the chief executive officer or executive director of the respective hospital, to the chief clinical officer of the medical center, and to the university Wexner medical center board. In matters relating to medical care in the hospitals, members of the clinical departments of the hospitals are accountable to the clinical chiefs, who are accountable to the medical directors.

(F) The executive vice president and chancellor for health affairs shall appoint a director of medical affairs for the James cancer hospital who shall be the chief medical officer of the James cancer hospital. The director of medical affairs shall report to the chief executive officer of the James cancer hospital and to the university Wexner medical center board. In matters relating to medical care in the James cancer hospital, members of the clinical departments of the hospitals are accountable to the clinical chiefs, who are accountable to the director of medical affairs.

(G) The chief clinical officer of the medical center, the director of medical affairs of the James cancer hospital and the medical directors of each hospital shall each be a physician and shall maintain an appointment as an attending staff member of his or her respective medical staff. The chief clinical officer of the medical center, medical directors of each hospital and director of medical affairs shall have authority as conferred by the executive vice president and chancellor for health affairs and the university Wexner medical center board; including the responsibility for clinical research and education programs and services, supervision of patient and clinical activity; and responsibility for the clinical organization of his or her respective hospital. The chief clinical officer of the medical center and director of medical affairs shall direct and supervise the medical staff quality assurance, utilization review, and credentialing activity. The chief clinical officer of the medical center, medical directors of each hospital and

director of medical affairs shall establish priorities, jointly with the chief executive officer or executive director of his or her respective hospital, for capital medical equipment, clinical space, and the establishment of new clinical programs, or the revision of existing clinical programs.

(Board approval dates: 4/3/2009; 10/29/2010; 2/01/2013, 8/28/2015, 5/31/2019)

Appendix XXI

The Ohio State University

(A Component Unit of the State of Ohio)

Financial Statements

**As of and for the Years Ended June 30, 2019 and 2018
And Report of Independent Auditors**

11/1/2019 Draft

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Report of Independent Auditors

To the Board of Trustees of
The Ohio State University

We have audited the accompanying financial statements of the primary institution and of the aggregate discretely presented component units, of The Ohio State University (the "University"), a component unit of the State of Ohio, which comprise the statements of net position as of June 30, 2019 and 2018, and the related statements of revenues, expenses and 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.

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 The Ohio State University as of June 30, 2019 and 2018, and the respective changes in financial position and cash flows thereof for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

PricewaterhouseCoopers LLP, 41 South High Street, Suite 2500, Columbus, OH 43215
T: (614) 225 8700, F: (614) 224 1044, www.pwc.com

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 93 and the Required Supplementary Information on GASB 75 Net OPEB Liabilities on page 94 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 95 through 96 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 audits 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 22, 2019 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, 2019. 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 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 22, 2019

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, 2019, with comparative information for the years ended June 30, 2018 and June 30, 2017. 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 68,000 students, 7,000 faculty members and 27,000 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, 168 master's degree programs, 114 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 Wexner Medical Center's flagship hospital is a leader in minimally invasive surgery, a Level I Trauma Center and one of the busiest kidney and pancreas transplant centers in the world.
- **Arthur G. James Cancer Hospital and Solove Research Institute ("The James"):** one of the nation's premier centers for prevention, detection and treatment of cancer.
- **Richard M. Ross Heart Hospital ("The Ross"):** a leader in cardiology and heart surgery, the Ross Heart Hospital is the only nationally ranked heart hospital in the area, according to U.S. News & World Report.
- **OSU Harding Hospital:** offers the most comprehensive inpatient and outpatient mental health and behavioral health services in central Ohio.
- **University Hospital East:** offers renowned Ohio State services in orthopedic care, emergency services, cancer care, addiction services, ear, nose and throat care, heart care, radiology and imaging services, rehabilitation and wound healing.
- **Dodd Hall:** home to Ohio State's nationally recognized and accredited rehabilitation inpatient program, specializing in stroke, brain and spinal cord rehabilitation.

Management's Discussion & Analysis (Unaudited) - continued

- **Brain and Spine Hospital:** home to central Ohio's top-ranked Neurology/Neurosurgery program, according to U.S. News & World Report. Patients benefit from the expertise of a world-renowned team of doctors, nurses and scientists, each specializing in just one disorder.
- **Ambulatory Services:** offering primary care and many specialized health services in numerous convenient locations throughout Ohio. Primary care, sports medicine, orthopedics, mammography, imaging, wound care and other specialties are provided with the compassionate and nationally ranked expert care that is synonymous with The Ohio State University Wexner Medical Center.

The Health System provided services to approximately 64,500 adult inpatients and 1,915,000 outpatients during fiscal year 2019 and 64,500 adult inpatients and 1,810,000 outpatients during fiscal year 2018.

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)
- Pelotonia (a new fundraising organization operating exclusively for the benefit of the university – operations of the original Pelotonia LLC organization will be transferred to the new Pelotonia organization in FY2020)

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.

Management's Discussion & Analysis (Unaudited) - continued

As a result, the university presents the following component units in a discrete presentation:

- OSU Physicians, Inc. (the practice group for physician faculty members of the Colleges of Medicine and Public Health)
- Campus Partners for Community Urban Redevelopment (a non-profit organization participating in the redevelopment of neighborhoods adjacent to the main Columbus campus)
- Transportation Research Center, Inc. (an automotive research and testing facility in East Liberty, Ohio)
- Dental Faculty Practice Association (the practice group for faculty members of the College of Dentistry)

Condensed financial information for both blended and discretely presented component units is provided in the Notes to the Financial Statements. The university is considered a component unit of the State of Ohio and is included in the State of Ohio's Comprehensive Annual Financial Report.

About the Financial Statements

The university presents its financial statements in a "business type activity" format, in accordance with GASB Statement No. 34, *Basic Financial Statements – and Management's Discussion and Analysis – for State and Local Governments* and GASB Statement No. 35, *Basic Financial Statements – and Management's Discussion and Analysis – for Public Colleges and Universities – an amendment of GASB Statement No. 34*. In addition to this MD&A section, the financial statements include a Statement of Net Position, a Statement of Revenues, Expenses and 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, 2019, with comparative information as of June 30, 2018. 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 or at NAV, as applicable. 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.

Management's Discussion & Analysis (Unaudited) - continued

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 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, 2019, with comparative information for the year ended June 30, 2018. 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 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, 2019, with comparative information for the year ended June 30, 2018. 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.

Management's Discussion & Analysis (Unaudited) - continued

Financial Highlights and Key Trends

In 2019, the university's share of OPERS and STRS-Ohio net pension liabilities increased \$1.17 billion, to \$3.72 billion at June 30, 2019, primarily due to a combination of negative investment returns for OPERS and reductions in OPERS long-term assumed rate of return on pension plan investments. Health System operating revenues grew \$328 million, to \$3.43 billion in 2019. Growth in surgical cases, increased chemotherapy and pharmaceutical volumes and increased bed capacity contributed to the growth in operating revenue. Educational and general expenses increased \$667 million, to \$2.67 billion in 2019, primarily due to a \$557 swing in expenses associated with pension and other post-employment benefit (OPEB) liabilities. University investments yielded \$230 million of net investment income in 2019, down from \$439 million in 2018. Total net position increased \$112 million, to \$5.43 billion at June 30, 2019, primarily due to strong Health System operating results.

Demand for an Ohio State education and outcomes for students remain strong. 68,100 students were enrolled in Autumn 2018, up 1,656 students compared to Autumn 2017. 95% of the freshmen enrolled in Autumn 2017 returned to OSU in Autumn 2018. Over 64% of students graduated within four years, and over 83% graduated within six years.

The following sections provide additional details on the university's 2019 financial results and a look ahead at significant economic conditions that are expected to affect the university in the future.

Management's Discussion & Analysis (Unaudited) - continued**Statement of Net Position**

Summary Statement of Net Position <i>(in thousands)</i>	2019	2018	2017
Cash and temporary investments	\$ 3,308,174	\$ 3,023,554	\$ 2,230,609
Receivables, inventories, prepaids and other current assets	872,714	845,332	757,389
Total current assets	4,180,888	3,868,886	2,987,998
Restricted cash	492,033	564,656	666,032
Noncurrent notes and pledges receivable, net	124,901	112,019	108,073
Net other post-employment benefit receivable	74,520	-	-
Long-term investment pool	5,256,759	5,211,434	4,253,459
Other long-term investments	219,455	163,946	143,638
Capital assets, net of accumulated depreciation	5,268,363	5,043,222	4,883,584
Total noncurrent assets	11,436,031	11,095,277	10,054,786
Total assets	15,616,919	14,964,163	13,042,784
Deferred outflows	1,155,735	739,619	1,014,812
Total assets and deferred outflows	\$ 16,772,654	\$ 15,703,782	\$ 14,057,596
Accounts payable and accrued expenses	\$ 591,844	\$ 579,363	\$ 524,754
Deposits and advance payments for goods and services	281,886	274,401	223,880
Current portion of bonds, notes and lease obligations	618,302	640,589	651,984
Other current liabilities	112,259	105,021	87,708
Total current liabilities	1,604,291	1,599,374	1,488,326
Noncurrent portion of bonds, notes and lease obligations	2,543,360	2,582,017	2,640,142
Net pension liability	3,715,058	2,548,009	3,565,362
Net other post-employment benefits liability	1,339,383	1,249,521	-
Advance from concessionaire	1,024,555	1,046,342	-
Other noncurrent liabilities	434,885	383,681	383,394
Total noncurrent liabilities	9,057,241	7,809,570	6,588,898
Total liabilities	10,661,532	9,408,944	8,077,224
Deferred inflows	677,046	972,224	484,007
Net investment in capital assets	2,605,381	2,376,795	2,259,207
Restricted:			
Nonexpendable	1,580,115	1,551,278	1,473,074
Expendable	1,303,269	1,328,793	1,190,162
Unrestricted	(54,689)	65,748	573,922
Total net position	5,434,076	5,322,614	5,496,365
Total liabilities, deferred inflows and net position	\$ 16,772,654	\$ 15,703,782	\$ 14,057,596

During the year ended June 30, 2019, **cash and temporary investment** balances increased \$285 million, to \$3.31 billion, primarily due to strong healthcare operating cash flows. 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 \$73 million, to \$492 million at June 30, 2019, 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.

Management's Discussion & Analysis (Unaudited) - continued

Accounts receivable increased \$16 million, to \$635 million at June 30, 2019. Increases in Health System patient receivables, tuition receivables and receivables for departmental earnings operations were partially offset by a decrease in receivables related to the federal direct-lending program. **Inventories and prepaid expenses** increased \$8 million, to \$134 million at June 30, 2019, primarily due to increases in Health System pharmaceutical inventories.

The fair value of the university's **long-term investment pool** (LTIP) increased \$45 million, to \$5.26 billion at June 30, 2019. The increase is primarily due to \$192 million of additions to quasi-endowment funds, \$107 million of interest and dividend income and a net \$7 million increase in the fair value of LTIP investments. These increases were partially offset by \$217 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 \$5 million, to \$44 million at June 30, 2019, reflecting an increase in securities lending activity in 2019. 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 \$56 million, to \$220 million, at June 30, 2019, primarily due to an unrealized gain in funds invested with Drive Capital.

Capital assets, which include the university's land, buildings, improvements, equipment and library books grew \$225 million, to \$5.27 billion at June 30, 2019. 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 \$19 million, to \$413 million in 2019.

Health System capital expenditures approximated \$232 million for facilities, infrastructure improvement, land, and equipment purchases. The University capitalized \$87 million of equipment and library books, and \$61million related to the Workday ERP Enterprise project. University capital construction and renovation expenditures were approximately \$323 million primarily in Academic buildings, Athletics, maintenance of existing facilities, Student Life and other auxiliary operations.

Management's Discussion & Analysis (Unaudited) - continued

The \$52 million first phase of the Cannon Drive project elevated and straightened the road between King Avenue and John Herrick Drive. The Health System completed a \$39 million project to build out shelled space of the 10th and 12th floors of the James Cancer Hospital to create 72 ICU beds. The 700 Ackerman facility underwent a \$22 million renovation to house OSU Physicians, Central Scheduling and Customer Service, Corporate Operations and Compliance, and the OSU Health Plan. The \$49 million Covellii Multi-Sport Arena and the \$42 million Schumaker Student-Athlete Development Complex were two major Athletics projects completed during the fiscal year. The Arena houses the men's and women's varsity volleyball, fencing, wrestling, and gymnastics matches and the Student-Athlete facility houses state-of-the-art athletic training programs and cardio equipment. In addition, the \$20 million Airport project to expand and modernize the existing field operations base was completed in the fall of 2018. The \$31 million Schottenstein Center project opened the north concourse, renovated walls and lighting, and constructed Men's and Women's basketball offices. A \$36 million Ohio Stadium project is nearly complete and includes power upgrades, suite box expansion and renovation. The renovation of C-deck and new suite and loge addition is nearing completion.

The OSU Health System has major construction projects currently underway or in advanced planning stages including:

- A new inpatient hospital with up to 840 beds to replace and expand upon the original Rhodes and Doan Halls.
- A \$95 million garage for the new inpatient hospital
- A \$45 million sterile supply building to support the new hospital and ambulatory facilities
- A \$345 million west campus outpatient ambulatory facility
- A \$138 million regional ambulatory facility to the northeast on Hamilton Road
- A regional ambulatory facility to the northwest in Dublin

Major academic facility projects currently underway include:

- The Arts District – Design work is underway on the \$161 million project to be constructed on the west side of High Street between 15th and 18th Avenues. The project includes new learning environments for the School of Music and the Department of Theatre, a Moving Image Production program, student gathering, and support spaces. The project will also extend Annie and John Glenn Avenue from College Road to High Street and is expected to finish in 2021.
- 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.
- 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 2019.

Management's Discussion & Analysis (Unaudited) - continued

- Wooster Laboratory building – Construction is underway on a \$34 million Entomology research facility at the Wooster campus. The project is slated for completion in the spring of 2020.
- Health Sciences Faculty Office and Optometry clinic – Construction has begun for a new \$36 million facility at the corner of 11th and Neil Avenues.

The university's estimated future capital commitments, based on contracts and purchase orders, total approximately \$327 million at June 30, 2019.

Accounts payable and accrued expenses were up \$12 million, to \$592 million at June 30, 2019, reflecting increases in accrued compensation and benefits and retirement contributions payable, which were partially offset by a decrease in payables to vendors for supplies and services. **Deposits and advance payments for goods and services** increased \$7 million, to \$282 million, primarily due to increases in unearned tuition revenues and advance payments from sponsors of research projects.

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 years ended June 30, 2019 and 2018, the university recognized fixed and O&M utility fees totaling \$56 million and \$53 million, respectively. The carrying amount of OSEP capital investments and related payable to the concessionaire at June 30, 2019 and June 30, 2018 were \$42 million and \$10 million, respectively.

University debt, in the form of **bonds, notes and capital lease obligations**, decreased \$61 million, to \$3.16 billion at June 30, 2019, reflecting repayments of bond principal. There were no bond issuances in 2019.

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.

Management's Discussion & Analysis (Unaudited) - continued

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 \$575 million and \$588 million at June 30, 2019 and 2018, 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. A related accounting standard, GASB Statement No. 75, 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 2019, the university's share of OPERS and STRS-Ohio net pension liabilities increased \$1.17 billion, to \$3.72 billion at June 30, 2019. The increase relates primarily to OPERS net pension liabilities. In calendar year 2018, OPERS reduced its long-term assumed rate of return on pension plan investments from 7.5% to 7.2%, increasing total pension liabilities for the system. In addition, OPERS realized a 2.99% negative return on defined benefit plan investments for the period. STRS net pension liabilities were relatively stable in 2019. Deferred outflows related to pensions increased \$386 million, to \$1.02 billion at June 30, 2019, and deferred inflows related to pensions decreased \$302 million, to \$110 million at June 30, 2019. The swing in deferrals relates primarily to OPERS projected vs actual investment returns. These deferrals will be recognized as pension expense in future periods.

In 2019, the university also saw significant changes in its share of OPERS and STRS-Ohio net OPEB assets and liabilities. OPERS net OPEB liabilities increased \$266 million, to \$1.34 billion at June 30, 2019, primarily due to a negative 5.76% return OPERS health care investments in calendar 2018. The university's share of STRS-Ohio OPEB liabilities swung from a \$178 million net OPEB liability to a \$75 million net OPEB asset at June 30, 2019, reflecting a combination of reductions in retiree health care benefits, an increase in the discount rate used to calculate total OPEB liabilities and a 9.57% positive investment return in fiscal 2018. Deferrals related to OPEB were relatively stable in 2019.

Total pension and OPEB expense recognized by the university was \$841 million in 2019. Total pension and OPEB expense includes \$358 million of employer contributions and \$483 million of expense accruals related to the net increase in pension and OPEB liabilities year over year.

Management's Discussion & Analysis (Unaudited) - continued

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 \$417 million at June 30, 2019, 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 university entered into a 50-year comprehensive energy management agreement with Ohio State Energy Partners (OSEP) and received a \$1.09 billion upfront payment. \$820 million of the upfront proceeds have been invested in the university's Long Term Investment Pool. The remainder of the upfront proceeds will be used to finance capital projects. 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. **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.

Management's Discussion & Analysis (Unaudited) - continued**Statement of Revenues, Expenses and Changes in Net Position**

Summary of Revenues, Expenses and Changes in Net Position <i>(in thousands)</i>			
	2019	2018	2017
Operating Revenues:			
Tuition and fees, net	\$ 969,633	\$ 935,893	\$ 927,317
Grants and contracts	732,253	698,847	677,361
Auxiliary enterprises sales and services, net	339,615	328,692	309,497
OSU Health System sales and services, net	3,432,271	3,103,891	2,853,177
Departmental sales and other operating revenues	201,783	183,823	204,091
Total operating revenues	<u>5,675,555</u>	<u>5,251,146</u>	<u>4,971,443</u>
Operating Expenses:			
Educational and general	2,665,355	1,998,165	2,432,201
Auxiliary enterprises	361,346	322,149	313,185
OSU Health System	3,109,070	2,720,988	2,595,797
Depreciation	413,039	394,461	374,615
Total operating expenses	<u>6,548,810</u>	<u>5,435,763</u>	<u>5,715,798</u>
Net operating loss	(873,255)	(184,617)	(744,355)
Non-operating revenues (expenses):			
State share of instruction and line-item appropriations	469,679	475,593	473,061
Gifts - current use	160,102	168,209	181,212
Net investment income (loss)	229,663	439,154	542,819
Grants, interest expense and other non-operating	(14,961)	(7,614)	(38,131)
Net non-operating revenue	<u>844,483</u>	<u>1,075,342</u>	<u>1,158,961</u>
Income (loss) before other changes in net position	(28,772)	890,725	414,606
State capital appropriations	64,900	83,217	68,270
Private capital gifts	26,565	15,470	26,762
Additions to permanent endowments	45,533	55,579	52,458
Capital contributions and other changes in net position	3,236	6,129	7,719
Total other changes in net position	<u>140,234</u>	<u>160,395</u>	<u>155,209</u>
Increase in net position	111,462	1,051,120	569,815
Net position - beginning of year	5,322,614	5,496,365	4,941,790
Cumulative effect of accounting change	-	(1,224,871)	(15,240)
Net position - end of year	<u>\$ 5,434,076</u>	<u>\$ 5,322,614</u>	<u>\$ 5,496,365</u>

Net **tuition and fees** increased \$34 million, to \$970 million in 2019, primarily due to a combination of enrollment and rate increases. New first year student enrollment was up 10%, and instructional and non-resident tuition rates were up 1.4% and 4.8%, respectively. The overall increase in gross tuition, which totaled \$54 million, was partially offset by a \$20 million increase in scholarship allowances. 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. Total enrollment for the 2018-2019 academic year was up 0.9% over the prior academic year.

Operating **grant and contract revenues** increased \$33 million, to \$732 million in 2019. The increase relates primarily to a \$30 million increase in federal research grants managed by the Office of Sponsored Programs.

Management's Discussion & Analysis (Unaudited) - continued

Local grants and contracts decreased \$13 million, primarily due to the \$15 million in one-time funding received in 2018 from the City of Columbus for the Cannon Drive relocation project. Private grants and contracts were up \$16 million, primarily due to increases in research grants from private sponsors.

Total **auxiliary revenues** increased \$11 million, to \$340 million in 2019, primarily due to two concerts held in Ohio Stadium in summer 2018 and increases in Student Life housing and dining revenues. **Auxiliary expenses** increased \$39 million, to \$361 million, due primarily to expenses associated with the Stadium concerts, Athletics salaries, cost of sales, and travel, and Student Life housing and dining costs.

Educational and general expenses increased \$667 million, or 33%, to \$2.67 billion in 2019. Additional details are provided below.

Educational and General Expenses (in thousands)	2019	2018	2017
Instruction and departmental research	\$ 1,038,290	\$ 1,006,057	\$ 952,038
Separately budgeted research	492,816	473,463	462,514
Public service	176,384	177,325	162,807
Academic support	223,172	217,086	202,375
Student services	93,405	99,032	100,221
Institutional support	246,307	188,735	158,761
Operation and maintenance of plant	123,128	118,556	89,473
Scholarships and fellowships	127,769	130,363	129,267
Non-cash accruals for pensions and other postemployment benefits	144,084	(412,452)	174,745
Total educational and general expense	<u>\$ 2,665,355</u>	<u>\$ 1,998,165</u>	<u>\$ 2,432,201</u>

The overall increase in educational and general expense is primarily due to pension and OPEB accruals. These accruals are allocated to functional expense lines in the Statement of Revenues, Expenses and Changes in Net Position, based on pension-eligible salaries. Excluding the \$557 million swing in expenses related to pension and OPEB accruals, total educational and general expenses increased \$111 million, or 4.6%, in 2019. **Instruction and departmental research** expenses increased \$32 million, reflecting increases in salaries. **Separately budgeted research** expenses increased \$19 million, reflecting growth in sponsored programs administered by the Office of Sponsored Programs. **Institutional support** expenses increased \$58 million, primarily due to increased central expenses for employee benefits. Other educational and general expense categories were relatively stable in 2019.

Health System operating revenues grew \$328 million, to \$3.43 billion in 2019. Operating expenses (excluding depreciation, interest and transfers) increased \$388 million, to \$3.11 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 nearly 1,450 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 27 consecutive years as one of "America's Best Hospitals." Eleven specialties have been in the top 10% nationally, and the Medical Center received the highest possible rating for eight common procedures and conditions. In 2019, Becker Hospital Review selected the Medical Center for its list of "100 Great Hospitals in America" in innovation, top-notch patient care and leadership in clinical advancement backed by forward-thinking research.

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 has more "Top Doctors" than any other central Ohio hospital. Our physicians were selected by Castle Connolly because they are among the very best in their specialties.

In 2019, the Health System was leading the way 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 combined with the persistent focus on improving efficiency. Inpatient admissions continued with a strong patient mix while inpatient beds increased 3.8% compared to the prior year.

Outpatient visits increased by 5.8% over 2018 primarily due to growth in Ambulatory Care volumes and growth in outpatient infusion services. Continued success in Ambulatory Services programs at The Jameson Crane Sports Medicine Institute and Upper Arlington outpatient facilities experienced 11.9% growth over the prior year.

The Health System experienced higher surgical volumes in 2018 with 4.0% growth over the prior year. Service lines contributing to growth in surgical volumes in 2019 were Cancer, Neurosurgery, Orthopedic, Thoracic, Trauma/Critical Care/Burn, and Vascular. The growth in surgical volumes contributed to a strong patient mix in admissions, revenues, and outpatient volumes.

Solid organ transplants grew by 9.5% over prior year. The Wexner Medical Center is leading the way in organ transplantation, celebrating 10,000 solid organ transplants since its first transplant, a kidney, 52 years ago. Less than 10% of adult transplant centers in the United States have achieved this milestone.

The Wexner Medical Center experienced a 9.3% growth in Chemotherapy infusion sessions as James Cancer Hospital provided new and advanced treatments of cancer.

In 2019, total operating revenues grew \$274.4 million, or 8.8% over the prior fiscal year. Growth in surgical cases, increased chemotherapy and pharmaceutical volumes and increased bed capacity contributed to the growth in operating revenue.

Management's Discussion & Analysis (Unaudited) - continued

Approximately 92% of total operating revenues are from patient care activities. Other Operating Revenues include revenue from reference labs, cafeteria operations, rental agreements and other non-patient services. Due to the increasing complexity and significantly growing number of specialty oral and self-administered pharmaceuticals available for cancer and non-cancer patients, the Health System operates a Retail Pharmacy dedicated to improving patient care by easing the challenges of managing medications. The Retail Pharmacy contributed \$127.6 million of operating revenues in 2019 and \$98.8 million 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 is to standardize the care and quality outcomes of all the neonatal patients in Central Ohio. The NICU contributed \$15.9 million of operating revenues in 2019 and \$16.6 million in 2018.

Operating expenses increased \$407.1 million or 14.5% from 2018 to 2019. Operating expenses correlate with the increases experienced with patient volumes and occupancy levels. The growth in salaries and benefits from 2018 to 2019 is reflective of increased salaries and a larger workforce due to the growth in patient volumes. Strong surgical and transplant volumes as well as increase in chemotherapy treatments contributed to the increase in supplies and drugs. The increase in volumes at the Specialty Retail Pharmacy contributed to the increase in drugs expense in 2019. Purchased services also grew in 2019 reflecting higher information technology and medical equipment general repairs costs, increased franchise fees, and advertising expense.

Income Before Other Changes in Net Position was \$186.6 million in 2019 compared to \$270.9 million in 2018. Impacts to Income Before Other Changes in Net Position include pension expense of \$225.8 million in 2019 compared to \$117.3 million in 2018. This reflects the annual accounting for GASB 68. OPEB expense was \$77.5 million in 2019 compared to \$40.9 million in 2018, reflecting annual accounting for GASB 75. Income Before Other Changes in Net Position for clinical activities grew \$61.3 million from 2018 to 2019, an increase of 14.3%. The increase in Income Before Other Changes in Net Position for clinical activities can be attributed to expanded bed capacity, growth in surgical volumes, strong pharmaceutical activity, and expense control initiatives implemented throughout the Health System.

The Health System's other changes in net position for fiscal year 2019 includes Medical Center Investments of \$150.0 million invested into research, education, and programs at the Medical Center. Medical Center Investments totaled \$150.4 million in 2018. Other changes in net position include capital contributions of \$8.7 million in 2019 and \$16.5 million in 2018 for hospital projects and capital acquisitions.

The Health System will continue to respond to the challenges and opportunities of the healthcare environment. The healthcare industry is witnessing a transformation toward a value-based system that will require The Health System to continue to provide high quality care and superior outcomes. The Health System has aggressively implemented cutting edge healthcare delivery strategies and continues to enhance tertiary and quaternary care delivery across a broader geographic area.

Management's Discussion & Analysis (Unaudited) - continued

The Health System is continuing its mission to provide world-class patient care and meet anticipated future growth, embarking on a plan to expand its primary and preventive care presence with the construction of new state-of-the-art outpatient centers. In 2019, the Health System committed to building two new facilities, including a 244,000 square foot center in Northeast Columbus that will include primary care, oncology, heart and vascular, orthopedic and neuroscience care along with four ambulatory surgery operating rooms and four endoscopy rooms. The second specialty center will be located in Dublin, Ohio. The Health System will continue creating an innovative healthcare delivery model to deliver high value care with an unparalleled patient experience and access.

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 2019. Total consolidated operating revenues increased \$34 million, to \$560 million, reflecting increases in patient volumes. Total consolidated OSUP expenses (excluding depreciation and interest) increased \$23 million to \$507 million in 2019. 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 2019, decreasing \$6 million, to \$470 million. **State share of instruction** decreased \$6 million, to \$383 million due to a one-time appropriation in fiscal year 2018 of \$5 million for the John Glenn College of Public Affairs State of Ohio Leadership Institute. **State line-item appropriations** were flat at \$86 million.

State capital appropriations decreased \$18 million, to \$65 million in 2019, primarily due to a decline in capital expenditures for Pomerene Oxley Hall renovation and various repair and replacement projects, offset by increases in capital expenditures for the Koffolt/Fontana lab renovation and Postle Hall replacement.

Total **gifts** to the university decreased \$7 million, to \$232 million in 2019. Increases in capital gifts were offset by decreases in current use and endowment gifts. Several colleges and support units received gifts in excess of \$1 million in 2019, including Veterinary Medicine, the Cancer Hospital and Research Institute, the College of Medicine, Neuroscience, the College of Arts and Sciences, the College of Engineering, the College of Food, Agricultural and Environmental Sciences, WOSU Public Media, Fisher College of Business, General University Scholarships and the Department of Athletics. Over 272,000 alumni and friends made gifts to the University, up from 270,000 in 2018.

University investments yielded \$230 million of **net investment income** in 2019, compared with \$439 million in 2018, primarily due to lower investment returns in the university's long-term investment pool (LTIP). The LTIP returned 1.2% in 2019, down from 7.7% in 2018. The decrease in LTIP returns was primarily due to a combination of below-benchmark performance across asset classes and a \$101 million reduction in the fair value of certain natural resources and oil and gas investments.

Management's Discussion & Analysis (Unaudited) - continued

Prior-Year Highlights: *In 2018*, OSU Health System operating revenues grew \$251 million, to \$3.10 billion. Health System operating expenses (excluding depreciation, interest and transfers) increased \$125 million, to \$2.72 billion. University investments yielded \$439 million of net investment income, reflecting LTIP returns of +7.7%. Educational and general expenses decreased \$434 million, to \$2.00 billion, primarily due to pension and OPEB accruals. *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.

Statement of Cash Flows

University Cash Flows Summary <i>(in thousands)</i>	2019	2018	2017
Net cash flows from (used in) operating activities	\$ (7,757)	\$ 1,053,673	\$ (45,720)
Net cash flows from noncapital financing activities	779,439	764,223	787,986
Capital appropriations and gifts for capital projects	99,114	94,627	82,982
Proceeds from capital debt	-	73,885	6,430
Payments for purchase or construction of capital assets	(604,717)	(497,962)	(414,606)
Principal and interest payments on capital debt and leases, net of federal Build America Bond interest subsidies	(180,138)	(256,514)	(192,914)
Net cash flows provided (used) in investing activities	(1,128)	(505,508)	(238,980)
Net increase (decrease) in cash and cash equivalents	<u>\$ 84,813</u>	<u>\$ 726,424</u>	<u>\$ (14,822)</u>

University cash and cash equivalents increased \$85 million in 2019. Net cash flows from operating and non-capital financing activities decreased \$1.05 billion, to \$772 million, primarily due to the receipt of the \$1.09 billion upfront payment from OSEP in 2018. Total cash used by capital financing activities was \$686 million, reflecting capital expenditures and payments for debt service. Total cash used by investing activities was \$1 million, reflecting net purchases of long-term investments.

Economic Factors That Will Affect the Future

To make the next bold leap in Ohio State's 150-year history, the university continues to invest in initiatives that advance its land-grant mission as a flagship public research university.

Guided by the strategic plan, the university's focus on operational excellence and resource stewardship has produced dedicated funding sources that support new affordability measures, teaching programs and other commitments to bolster academic excellence.

Management's Discussion & Analysis (Unaudited) - continued

To that end, Ohio State expects to generate more than \$200 million in efficiency savings from fiscal 2015 through fiscal 2020 for academic initiatives, and the university invested \$800 million in proceeds from the Comprehensive Energy Management partnership into endowments that provide ongoing support for strategic academic priorities.

At the Wexner Medical Center, revenues continue to outpace budget and surgeries in high-demand areas continue to grow. The university plans to reinvest these funds in patient care and in capital planning to support growing demand, including through a new inpatient hospital, expanded ambulatory facilities and an integrated health sciences facility.

Three programs in fiscal year 2020 highlight the university's academic priorities:

- **Access and Affordability.** Ohio State is controlling costs and providing unprecedented aid for students demonstrating financial need. In total, the university has increased financial assistance committing more than \$150 million and supporting more than 5,000 low- to moderate-income Ohio students. These unprecedented affordability efforts are funded with efficiency initiatives and proceeds from innovative funding.
- **Teaching and Learning.** Ohio State's comprehensive digital learning initiative, Digital Flagship, is providing more than 24,000 first- and second-year students with an iPad and related tools for the 2019-2020 academic year. The program 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.
- **Operational Excellence and Resource Stewardship.** In a continued effort to control costs and provide unprecedented aid to students, the university prioritized strategic procurement to reduce costs. Since fiscal 2013, the university has produced \$324 million in cumulative savings while negotiating 960 university contracts.

Ohio State is also continuing cost transparency for families with the third year of the Ohio State Tuition Guarantee, which offers incoming in-state undergraduate students certainty about the cost of their college education by freezing tuition rates, mandatory fees, room and board for the duration of their four years at Ohio State.

Now in the third year of a 50-year comprehensive partnership, Ohio State continues to see tangible improvement in its energy management and sustainability. To date, 107,000 indoor and 1,700 outdoor light fixtures have been converted to energy-efficient technology and energy systems are being upgraded in 14 buildings. Future improvements, including a Combined Heat and Power plant, promise to reduce the campus carbon footprint by 35%.

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.

Management's Discussion & Analysis (Unaudited) - continued

All statements, other than statements of historical facts, which address activities, events or developments that the university expects or anticipates will or may occur in the future contain forward-looking information.

In reviewing such information, it should be kept in mind that actual results may differ materially from those projected or suggested in such forward-looking information. This forward-looking information is based upon various factors and was derived using various assumptions. The university does not undertake to update forward-looking information contained in this report or elsewhere to reflect actual results, changes in assumptions or changes in other factors affecting such forward-looking information.

11/1/2019 Draft

November 21, 2019, Board of Trustees meeting

THE OHIO STATE UNIVERSITY
STATEMENTS OF NET POSITION
June 30, 2019 and June 30, 2018
(in thousands)

	Primary Institution		Discretely Presented Component Units		Total University	
	2019	2018	2019	2018	2019	2018
ASSETS AND DEFERRED OUTFLOWS:						
Current Assets:						
Cash and cash equivalents	\$ 1,570,164	\$ 1,412,728	\$ 138,936	\$ 136,098	\$ 1,709,100	\$ 1,548,826
Temporary investments	1,738,010	1,610,826	16,510	4,845	1,754,520	1,615,671
Accounts receivable, net	635,324	619,310	63,003	53,277	698,327	672,587
Notes receivable - current portion, net	25,231	25,231	87	86	25,318	25,317
Pledges receivable - current portion, net	31,540	29,524	-	-	31,540	29,524
Accrued interest receivable	25,050	23,454	-	-	25,050	23,454
Inventories and prepaid expenses	133,524	125,289	4,597	4,592	138,121	129,881
Investments held under securities lending program	44,391	39,510	-	-	44,391	39,510
Amounts due from (to) primary institution	(22,346)	(16,986)	22,346	16,986	-	-
Total Current Assets	4,180,888	3,868,886	245,479	215,884	4,426,367	4,084,770
Noncurrent Assets:						
Restricted cash	492,033	564,656	-	-	492,033	564,656
Notes receivable, net	60,750	41,118	2,461	2,548	63,211	43,666
Pledges receivable, net	64,151	70,901	-	-	64,151	70,901
Net other post-employment benefit asset	74,520	-	-	-	74,520	-
Long-term investment pool	5,256,759	5,211,434	-	-	5,256,759	5,211,434
Other long-term investments	219,455	163,948	-	1,481	219,455	165,427
Capital assets, net	5,268,363	5,043,222	164,152	134,559	5,410,355	5,154,803
Total Noncurrent Assets	11,436,031	11,095,277	166,613	138,588	11,580,484	11,210,887
Total Assets	15,616,919	14,964,163	412,092	354,472	16,006,851	15,295,657
Deferred Outflows:						
Pension	1,017,370	631,606	18	45	1,017,388	631,651
Net other post-employment benefits	116,167	87,904	6	11	116,173	87,915
Other deferred outflows	22,198	20,109	-	-	22,198	20,109
Total Deferred Outflows	1,155,735	739,619	24	56	1,155,759	739,675
Total Assets and Deferred Outflows	\$ 16,772,654	\$ 15,703,782	\$ 412,116	\$ 354,528	\$ 17,162,610	\$ 16,035,332
LIABILITIES, DEFERRED INFLOWS AND NET POSITION:						
Current Liabilities:						
Accounts payable and accrued expenses	\$ 591,844	\$ 579,363	\$ 20,047	\$ 24,049	\$ 611,891	\$ 603,411
Deposits and advance payments for goods and services	281,886	274,401	2,111	2,094	283,997	276,495
Current portion of bonds, notes and leases payable	43,627	52,229	1,343	1,322	44,970	53,551
Long-term bonds payable, subject to remarketing	574,675	588,360	-	-	574,675	588,360
Liability under securities lending program	44,391	39,510	-	-	44,391	39,510
Other current liabilities	89,752	88,850	5,797	-	95,549	88,850
Amounts due to (from) primary institution - current	(21,884)	(23,339)	21,884	23,339	-	-
Total Current Liabilities	1,604,291	1,599,374	51,182	50,804	1,655,473	1,650,177
Noncurrent Liabilities:						
Bonds, notes and leases payable	2,543,360	2,582,017	18,161	21,042	2,561,521	2,603,059
Concessionaire payable	39,121	10,316	-	-	39,121	10,316
Net pension liability	3,715,058	2,548,009	136	236	3,715,194	2,548,245
Net other post-employment benefit liability	1,339,383	1,249,521	60	153	1,339,443	1,249,674
Compensated absences	177,672	170,225	-	-	177,672	170,225
Self-insurance accruals	82,507	74,139	-	-	82,507	74,139
Amounts due to third-party payors - Health System	49,374	44,909	-	-	49,374	44,909
Irrevocable split-interest agreements	28,463	29,378	-	-	28,463	29,378
Refundable advances for Federal Perkins loans	33,478	32,638	-	-	33,478	32,638
Advance from concessionaire	1,024,555	1,046,342	-	-	1,024,555	1,046,342
Other noncurrent liabilities	122,292	109,281	24,603	23,019	124,735	109,324
Amounts due to (from) primary institution - noncurrent	(98,022)	(87,205)	98,022	87,205	-	-
Total Noncurrent Liabilities	9,057,241	7,809,570	140,982	131,655	9,176,063	7,918,249
Total Liabilities	10,661,532	9,408,944	192,164	182,459	10,831,536	9,568,426
Deferred Inflows:						
Parking service concession arrangement	416,545	426,176	-	-	416,545	426,176
Pension	109,993	411,768	10	41	110,003	411,809
Net other post-employment benefits	117,979	100,590	3	11	117,992	100,611
Other deferred inflows	32,529	33,780	-	-	32,529	33,779
Total Deferred Inflows	677,046	972,224	13	52	677,059	972,275
Net Position:						
Net investment in capital assets	2,605,381	2,376,795	143,730	111,779	2,749,111	2,488,574
Restricted:						
Nonexpendable	1,580,115	1,551,278	-	-	1,580,115	1,551,278
Expendable	1,303,269	1,328,793	-	-	1,303,269	1,328,793
Unrestricted	(54,689)	65,748	76,209	60,238	21,520	125,986
Total Net Position	5,434,076	5,322,614	219,939	172,017	5,654,015	5,494,631
Total Liabilities, Deferred Inflows and Net Position	\$ 16,772,654	\$ 15,703,782	\$ 412,116	\$ 354,528	\$ 17,162,610	\$ 16,035,332

The accompanying notes are an integral part of these financial statements.

THE OHIO STATE UNIVERSITY
STATEMENTS OF REVENUES, EXPENSES, AND
CHANGES IN NET POSITION
Years ended June 30, 2019 and June 30, 2018
(in thousands)

	Primary Institution		Discretely Presented Component Units		Total University	
	2019	2018	2019	2018	2019	2018
Operating Revenues:						
Student tuition and fees (net of scholarship allowances of \$218,936 and \$199,405, respectively)	\$ 969,633	\$ 935,893	\$ -	\$ -	\$ 969,633	\$ 935,893
Federal grants and contracts	354,214	328,410	13,534	13,612	367,748	342,022
State grants and contracts	83,651	78,676	-	-	83,651	78,676
Local grants and contracts	25,608	39,929	-	-	25,608	39,929
Private grants and contracts	268,780	252,832	38,447	44,577	305,227	297,409
Sales and services of educational departments	156,921	152,495	9,440	9,469	166,361	161,964
Sales and services of auxiliary enterprises (net of scholarship allowances of \$37,284 and \$34,274, respectively)	339,615	328,692	-	-	339,615	328,692
Sales and services of the OSU Health System, net	3,432,271	3,103,891	-	-	3,432,271	3,103,891
Sales and services of OSU Physicians, Inc., net	-	-	560,322	525,796	560,322	525,796
Other operating revenues	44,862	31,328	-	-	44,862	31,328
Total Operating Revenues	5,675,535	5,251,146	619,743	593,454	6,295,238	5,844,600
Operating Expenses:						
Educational and General:						
Instruction and departmental research	1,070,292	811,123	9,403	8,934	1,079,695	820,057
Separately budgeted research	481,327	300,952	15,798	19,331	503,125	320,283
Public service	183,228	137,120	9,153	9,891	192,381	147,011
Academic support	242,960	182,452	-	-	242,960	182,452
Student services	109,166	105,760	-	-	109,166	105,760
Institutional support	309,691	210,691	20,636	22,789	330,327	233,480
Operation and maintenance of plant	135,307	123,783	699	3,101	136,006	126,884
Scholarships and fellowships	127,384	126,284	-	-	127,384	126,284
Auxiliary enterprises	361,346	322,149	-	-	361,346	322,149
OSU Health System	3,109,070	2,720,988	-	-	3,109,070	2,720,988
OSU Physicians, Inc.	-	-	507,366	484,132	507,366	484,132
Depreciation	413,039	394,461	7,467	7,674	420,506	402,135
Total Operating Expenses	6,548,810	5,436,763	570,522	555,852	7,119,332	5,991,615
Net Operating Income (Loss)	(873,255)	(184,617)	49,221	37,602	(824,034)	(147,015)
Non-operating Revenues (Expenses):						
State share of instruction and line-item appropriations	469,679	475,593	-	-	469,679	475,593
Federal subsidies for Build America Bonds interest	10,619	10,574	-	-	10,619	10,574
Federal non-exchange grants	63,042	59,272	-	-	63,042	59,272
State non-exchange grants	11,119	11,422	-	-	11,119	11,422
Gifts	160,102	168,209	-	-	160,102	168,209
Net investment income	229,663	439,154	2,624	1,239	232,287	440,393
Interest expense on plant debt	(115,084)	(116,489)	(960)	(891)	(116,044)	(117,380)
Other non-operating revenues (expenses)	15,343	27,607	(22,890)	(20,522)	(7,547)	7,085
Net Non-operating Revenue	844,463	1,075,342	(21,226)	(20,174)	823,257	1,055,168
Income (Loss) before Changes in Net Position	(28,772)	890,725	27,995	17,428	(777)	908,153
Changes in Net Position:						
State capital appropriations	64,900	83,217	-	-	64,900	83,217
Private capital gifts	26,565	15,470	-	-	26,565	15,470
Additions to permanent endowments	45,533	55,579	-	-	45,533	55,579
Capital contributions and changes in net position	3,236	6,129	19,927	-	23,163	6,129
Total Changes in Net Position	140,234	160,395	19,927	-	160,161	160,395
Increase in Net Position	111,462	1,051,120	47,922	17,428	159,384	1,068,548
Net Position - Beginning of Year:						
Beginning of year, as previously reported	5,322,614	5,511,827	172,017	154,731	5,494,631	5,666,558
Cumulative effect of accounting changes	-	(1,240,333)	-	(142)	-	(1,240,475)
Beginning of Year, as restated	5,322,614	4,271,494	172,017	154,589	5,494,631	4,426,083
Net Position - End of Year	\$ 5,434,076	\$ 5,322,614	\$ 219,939	\$ 172,017	\$ 5,654,015	\$ 5,494,631

The accompanying notes are an integral part of these financial statements.

THE OHIO STATE UNIVERSITY
STATEMENTS OF CASH FLOWS
Years Ended June 30, 2019 and June 30, 2018
(in thousands)

	Primary Institution		Discretely Presented Component Units		Total University	
	2019	2018	2019	2018	2019	2018
Cash Flows from Operating Activities:						
Tuition and fee receipts	\$ 848,524	\$ 824,050	\$ -	\$ -	\$ 848,524	\$ 824,050
Grant and contract receipts	732,383	707,591	51,383	59,288	783,766	766,879
Receipts for sales and services	3,894,191	3,551,804	558,634	524,443	4,452,825	4,076,247
Receipt from energy concessionaire	-	1,089,914	-	-	-	1,089,914
Payments to or on behalf of employees	(2,533,272)	(2,379,815)	(374,538)	(353,956)	(2,907,810)	(2,733,771)
University employee benefit payments	(663,084)	(600,854)	(85,463)	(84,429)	(748,547)	(685,283)
Payments to vendors for supplies and services	(2,196,722)	(2,056,435)	(104,119)	(105,265)	(2,300,841)	(2,161,700)
Payments to students and fellows	(118,803)	(121,853)	-	-	(118,803)	(121,853)
Student loans issued	(4,001)	(9,979)	-	-	(4,001)	(9,979)
Student loans collected	8,848	8,804	-	-	8,848	8,804
Student loan interest and fees collected	2,184	1,848	-	-	2,184	1,848
Other receipts	21,995	38,598	-	-	21,995	38,598
Net cash provided (used) by operating activities	(7,757)	1,053,673	45,897	40,081	38,140	1,093,754
Cash Flows from Noncapital Financing Activities:						
State share of instruction and line-item appropriations	469,679	475,593	-	-	469,679	475,593
Non-exchange grant receipts	74,161	70,694	-	-	74,161	70,694
Gift receipts for current use	173,649	172,973	-	-	173,649	172,973
Additions to permanent endowments	45,533	55,579	-	-	45,533	55,579
Drawdowns of federal direct loan proceeds	353,493	328,892	-	-	353,493	328,892
Disbursements of federal direct loans to students	(339,227)	(343,209)	-	-	(339,227)	(343,209)
Repayment of loans from related organization	691	880	-	-	691	880
Amounts received from irrevocable split-interest agreements	734	153	-	-	734	153
Amounts paid to annuitants and life beneficiaries	(1,735)	(1,733)	-	-	(1,735)	(1,733)
Agency funds receipts	5,566	5,386	-	-	5,566	5,386
Agency funds disbursements	(5,387)	(4,894)	-	-	(5,387)	(4,894)
Other receipts (payments)	2,282	3,909	(6,578)	(14,388)	(4,296)	(10,479)
Net cash provided (used) by noncapital financing activities	779,439	764,223	(6,578)	(14,388)	772,861	749,835
Cash Flows from Capital Financing Activities:						
Proceeds from capital debt	-	73,885	7,806	6,854	7,806	80,739
State capital appropriations	64,788	80,238	-	-	64,788	80,238
Gift receipts for capital projects	34,326	14,389	-	-	34,326	14,389
Payments for purchase or construction of capital assets	(604,717)	(497,962)	(34,848)	(26,160)	(639,565)	(524,122)
Principal payments on capital debt and leases	(67,092)	(145,060)	(894)	(796)	(67,986)	(145,856)
Interest payments on capital debt and leases	(123,666)	(122,376)	(968)	(897)	(124,634)	(123,273)
Federal subsidies for Build America Bonds interest	10,620	10,922	-	-	10,620	10,922
Net cash (used) by capital financing activities	(685,741)	(585,964)	(28,904)	(20,999)	(714,645)	(606,963)
Cash Flows from Investing Activities:						
Net (purchases) sales of temporary investments	(102,981)	26,067	(13,343)	4,371	(116,324)	30,438
Proceeds from sales and maturities of long-term investments	3,556,262	2,361,342	3,220	69	3,559,482	2,361,411
Investment income, net of related expenses	142,775	96,521	2,546	1,239	145,321	97,760
Purchases of long-term investments	(3,597,184)	(2,989,438)	-	-	(3,597,184)	(2,989,438)
Net cash provided (used) by investing activities	(1,128)	(505,508)	(7,577)	5,679	(8,705)	(499,829)
Net Increase in Cash						
Cash and Cash Equivalents - Beginning of Year	84,813	726,424	2,838	10,373	87,651	736,797
	1,977,384	1,250,960	136,098	125,725	2,113,482	1,376,685
Cash and Cash Equivalents - End of Year	\$ 2,062,197	\$ 1,977,384	\$ 138,936	\$ 136,098	\$ 2,201,133	\$ 2,113,482

THE OHIO STATE UNIVERSITY
STATEMENTS OF CASH FLOWS, Cont'd
Years Ended June 30, 2019 and June 30, 2018
(in thousands)

	Primary Institution		Discretely Presented Component Units		Total University	
	2019	2018	2019	2018	2019	2018
Reconciliation of Net Operating Income (Loss) to Net Cash Used by Operating Activities:						
Operating income (loss)	\$ (873,255)	\$ (184,617)	\$ 49,221	\$ 37,602	\$ (824,034)	\$ (147,015)
Adjustments to reconcile net operating income (loss) to net cash provided (used) by operating activities:						
Depreciation expense	413,039	394,461	7,467	7,674	420,506	402,135
Changes in assets and liabilities:						
Accounts receivable, net	(30,166)	(26,424)	(6,188)	(5,541)	(36,354)	(31,965)
Notes receivable, net	(19,447)	(4,055)	86	114	(19,361)	(3,941)
Accrued interest receivable	131	(39)	-	-	131	(39)
Inventories and prepaid expenses	(8,235)	(26,066)	(5)	(964)	(8,240)	(27,030)
Amounts due to/from primary institution	(3,924)	(2,928)	(5,943)	(3,581)	(9,867)	(6,509)
Net other post-employment benefit asset	(74,520)	-	-	-	(74,520)	-
Deferred outflows	(413,871)	272,207	31	99	(413,840)	272,306
Accounts payable and accrued liabilities	36,319	47,859	(6,214)	4,939	30,105	52,798
Self-insurance accruals	8,368	(7,100)	-	-	8,368	(7,100)
Amounts due to third-party payors - Health System	4,465	6,877	-	-	4,465	6,877
Deposits and advanced payments	5,609	49,077	17	375	5,626	49,452
Compensated absences	7,447	5,631	-	-	7,447	5,631
Refundable advances for Federal Perkins loans	840	924	-	-	840	924
Advance from concessionaire	(21,787)	1,046,342	-	-	(21,787)	1,046,342
Net pension liability	1,167,049	(1,017,353)	(100)	(146)	1,166,949	(1,017,499)
Net other post-employment benefit liability	89,862	24,651	(93)	11,000	89,769	24,662
Deferred inflows	(293,927)	486,295	(38)	42	(293,965)	486,337
Other liabilities	(1,754)	(12,069)	7,656	(543)	5,902	(12,612)
Net cash provided (used) by operating activities	\$ (7,757)	\$ 1,053,673	\$ 45,897	\$ 40,081	\$ 38,140	\$ 1,093,754
Non Cash Transactions:						
Construction in process in accounts payable	\$ 32,180	\$ 43,852	\$ 3,925	\$ 1,494	\$ 36,105	\$ 45,346
Construction in process in concessionaire payable	31,878	10,316	-	-	31,878	10,316
Capital lease	10,958	10,508	-	-	10,958	10,508
Stock gifts	14,104	18,238	-	-	14,104	18,238
Net increase (decrease) in fair value of investments	84,113	341,400	(203)	77	83,910	341,477
Forgiveness of debt	-	-	2,000	-	2,000	-

The accompanying notes are an integral part of these financial statements.

Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(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.

Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

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 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.
- **Pelotonia** – The fiscal dependency criteria apply to this not-for-profit fundraising organization, which operates exclusively for the benefit of The Ohio State University.

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.

Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

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 reflects eliminations of transactions between the primary institution and the discretely presented 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 changes in net position was \$0 for the years ended June 30, 2019 and 2018.

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 Changes in Net Position; Statements of Cash Flows; and Notes to the Financial Statements. In the financial statements, separate columns are presented for the *primary institution* (which includes the primary government and the blended component units), *discretely presented component units* and the *total university*. The Notes to the Financial Statements include separate disclosures for the primary institution and the discretely presented component units, where relevant and material. Unless otherwise specified, the amounts presented in MD&A are those of the primary institution.

The university's financial resources are classified for accounting and reporting purposes into the following four net position categories:

- **Net investment in capital assets:** Capital assets, net of accumulated depreciation, cash restricted for capital projects and outstanding principal balances of debt attributable to the acquisition, construction or improvement of those assets.
- **Restricted - nonexpendable:** Amounts subject to externally-imposed stipulations that they be maintained in perpetuity and invested for the purpose of generating present and future income, which may either be expended or added to the principal by the university. These assets primarily consist of the university's permanent endowments.

Notes to Financial Statements – Years Ended June 30, 2019 and 2018

(dollars in thousands)

- **Restricted - expendable:** Amounts whose use is subject to externally-imposed stipulations that can be fulfilled by actions of the university pursuant to those stipulations or that expire by the passage of time.
- **Unrestricted:** Amounts which are not subject to externally-imposed stipulations. Substantially all unrestricted balances are internally designated for use by university departments to support working capital needs, to fund related academic or research programs, and to provide for unanticipated shortfalls in revenues and deviations in enrollment.

Under the university's decentralized management structure, it is the responsibility of individual departments to determine whether to first apply restricted or unrestricted resources when an expense is incurred for purposes for which both restricted and unrestricted funds are available.

For internal financial management purposes, the university classifies financial resources into funds that reflect the specific activities, objectives or restrictions of the resources.

Cash and Investments

Cash and cash equivalents consist primarily of petty cash, demand deposit accounts, money market accounts, savings accounts and investments with original maturities of ninety days or less at the time of purchase. Such investments consist primarily of U.S. Government obligations, U.S. Agency obligations, repurchase agreements and money market funds. Restricted cash consists of bond proceeds restricted for capital expenditures. For purposes of the Statement of Cash Flows, "cash" is defined as the total of these two line items.

Investments are carried at fair value in accordance with GASB Statement No. 31, *Accounting and Financial Reporting for Certain Investments and for External Investment Pools*, as amended by GASB Statement No. 72, *Fair Value Measurement and Application*. The average cost method is used for purposes of determining gains and losses on the sale of investments. The specific identification method is used for purposes of determining gains and losses on the sale of gifted securities.

The university holds investments in limited partnerships, private equity and other investments, which are carried at estimated fair value provided by the management of these limited partnerships. The purpose of this alternative investment class is to increase portfolio diversification and reduce risk due to the low correlation with other asset classes. Investments in these limited partnerships are fair valued based on the university's proportional share of the net asset value of the total fund. Because these investments are not readily marketable, the estimated value is subject to uncertainty and, therefore, may differ from the value that would have been used had a ready market for the investments existed, and such differences could be material. As of June 30, 2019, the university has made commitments to limited partnerships totaling \$1,319,760 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, 2019 and 2018
(dollars in thousands)

Endowment Policy

All endowments are invested in the university's Long Term Investment Pool, which consists of 6,603 Board authorized funds and 284 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, 2019, the fair value of the university and Foundation gifted endowments is \$2,039,437, which is \$315,252 above the historical dollar value of \$1,724,185. Although the fair value of the gifted endowments in total exceeds the historical cost at June 30, 2019, there are 1,704 named funds that remain underwater. The fair value of these underwater funds at June 30, 2019 is \$563,140, which is \$51,189 below the historical dollar value of \$614,329.

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.

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.

Notes to Financial Statements – Years Ended June 30, 2019 and 2018

(dollars in thousands)

An allowance for uncollectible pledges receivable is provided based on management's judgment of potential uncollectible amounts and includes such factors as prior collection history, type of gift and nature of fundraising.

Inventories

The university's inventories, which consist principally of publications, general stores and other goods for resale by earnings operations, are valued at the lower of moving average cost or market. The inventories of the Health System, which consist principally of pharmaceuticals and operating supplies, are valued at cost on a first-in, first-out basis.

Capital Assets and Collections

Capital assets are long-life assets in the service of the university and include land, buildings, improvements, equipment, software and library books. Capital assets are stated at cost or acquisition value at date of gift. Depreciation of capital assets (excluding land and construction in progress) is provided on a straight-line basis over the following estimated useful lives:

Type of Asset	Estimated Useful Life
Improvements other than buildings	20 years
Buildings	10 to 100 years
Moveable equipment, software and furniture	5 to 15 years
Library books	10 years

The university does not capitalize works of art or historical treasures that are held for exhibition, education, research and public service. These collections are neither disposed of for financial gain nor encumbered in any way. Accordingly, such collections are not recognized or capitalized for financial statement purposes.

Advance Payments for Goods and Services

Advance payments for goods and services primarily consist of receipts relating to tuition, room, board, grants, contracts and athletic events received in advance of the services to be provided. Tuition and fees relating to the summer academic term are recorded as revenue in the year to which they pertain. The university will recognize revenue to the extent these services are provided over the coming fiscal year.

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 changes in net position as a component of other non-operating expense.

Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(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 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.

Notes to Financial Statements – Years Ended June 30, 2019 and 2018

(dollars in thousands)

These facilities are not pledged as collateral for the revenue bonds. Instead, the bonds are supported by a pledge of monies in the Higher Education Bond Service Fund and future payments to be received by such fund, which is established in the custody of the Treasurer of State.

Government Grants and Contracts

Government grants and contracts normally provide for the recovery of direct and indirect costs and are subject to audit by the appropriate government agency. Federal funds are subject to an annual OMB Uniform Guidance audit. Recovery of related indirect costs is generally recorded at fixed rates negotiated for a period of one to three years.

The university generally considers grants, contracts and non-capital appropriations to be exchange transactions. Under these arrangements, the university provides a bargained-for benefit, typically in the form of instruction, research or public service programs, either directly to the funding entity or to its constituents. The overall scope and nature of these program activities is determined by the level of funding and the requirements set forth by these resource providers.

OSU Health System Revenue

Net patient service revenue represents amounts received and the estimated realizable amounts due from patients and third-party 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.

Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

Charity Care and Community Benefit

Care is provided to patients regardless of their ability to pay. A patient is classified as charity care in accordance with policies established by the OSU Health System and OSUP. Because collection of amounts determined to qualify as charity care are not pursued, such amounts are written off 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, 2019 and 2018 are \$50,336 and \$50,909, respectively, after applying an decrease of \$3,443 and an increase of \$6,776, 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, 2019 and 2018 are \$7,856 and \$7,169, 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) assets and 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 assets and 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. Additional information regarding net OPEB assets and liabilities, related deferrals and OPEB expense is provided in Note 15.

Implementation of GASB Statement No. 83

In fiscal year 2019, the university implemented GASB 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 (AROs). ARO liabilities and related deferred outflows are recognized 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.

Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

The cumulative effect of adopting GASB Statement No. 83 was a \$15,462 reduction in the university's net position as of July 1, 2017. The effects of adopting Statement No. 83 in the university's financial statements for the year ended June 30, 2018 were as follows:

	As Previously Reported	Effect of Adoption of Statement No. 83	As Restated
Statement of Net Position - Primary Institution			
Other deferred outflows	\$ 18,393	\$ 1,716	\$ 20,109
Total deferred outflows	737,903	1,716	739,619
Other noncurrent liabilities	91,944	17,337	109,281
Total noncurrent liabilities	7,792,233	17,337	7,809,570
Total liabilities	9,391,607	17,337	9,408,944
Unrestricted net position	81,369	(15,621)	65,748
Total net position	5,338,235	(15,621)	5,322,614

	As Previously Reported	Effect of Adoption of Statement No. 83	As Restated
Statement of Revenues, Expenses and Changes in Net Position - Primary Institution			
Operation and maintenance of plant	\$ 123,625	\$ 158	\$ 123,783
Total operating expenses	5,435,605	158	5,435,763
Net operating income (loss)	(184,459)	(158)	(184,617)
Income (loss) before changes in net position	890,883	(158)	890,725
Increase in net position	1,051,278	(158)	1,051,120

Implementation of GASB Statement No. 88

GASB Statement No. 88, *Certain Disclosures Related to Debt*, including Direct Borrowings and Direct Placements, was implemented by the University as of July 1, 2018. This Statement defines debt for purposes of disclosures in notes to financial statements as a liability that arises from a contractual obligation to pay cash (or other assets that may be used in lieu of cash) in one or more payments to settle an amount that is fixed at the date the contractual obligation is established. This Statement requires additional disclosures related to debt including providing additional information for direct borrowings and direct placements of debt separately from other debt. Implementation of Statement No. 88 had no impact on the financial statements.

Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

Newly Issued Accounting Pronouncements

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 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.

In August 2018, the GASB issued Statement No. 90, *Majority Equity Interests – an amendment of GASB Statements No. 14 and No. 61*. This standard establishes that ownership of a majority equity interest in a legally separate organization results in the government being financially accountable for the legally separate organization and, therefore, the government should report that organization as a component unit. The standard is effective for periods beginning after December 15, 2018 (FY2020).

In May 2019, the GASB issued Statement No. 91, *Conduit Debt Obligations*. This standard clarifies the definition of a conduit debt obligation, establishes the third-party obligor's responsibility for the liability and modifies disclosure requirements for these arrangements. The standard is effective for periods beginning after December 15, 2020 (FY2022).

University management is currently assessing the impact that implementation of GASB Statements No. 84, 87, 89, 90 and 91 will have on the university's financial statements.

Other

The university is exempt from income taxes under Internal Revenue service rules. Any unrelated business income is taxable.

Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

NOTE 2 — CASH AND CASH EQUIVALENTS

At June 30, 2019, the carrying amount of the primary institution's cash, cash equivalents and restricted cash is \$2,062,197 as compared to bank balances of \$2,073,030. The differences in carrying amount and bank balances are caused by outstanding checks and deposits in transit. Of the bank balances, \$180,099 is covered by federal deposit insurance and \$1,892,931 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 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, 2019, the carrying amount of the discretely presented component units' cash, cash equivalents and restricted cash is \$138,936 as compared to bank balances of \$142,401. The differences in carrying amount and bank balances are caused by outstanding checks and deposits in transit. Of the bank balances, \$4,548 is covered by federal deposit insurance and \$137,853 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.

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.

Notes to Financial Statements – Years Ended June 30, 2019 and 2018

(dollars in thousands)

The Long-Term Investment Pool operates with a long-term investment goal of preserving and maintaining the real purchasing power of the principal while allowing for the generation of a predictable stream of annual distribution.

The university's Board of Trustees approved the following thematic asset classes, allocation ranges and benchmarks for the Long-Term Investment Pool:

Asset Class	Range	Benchmark
Global Equities	40-80%	MSCI All Country World Index (ACWI)
Global Credit	10-50%	Barclays U.S. Aggregate Bond Index
Real Assets	5-20%	U.S. Consumer Price Index (CPI) + 5%

The Global Equities category includes domestic equity, international equity, emerging market equity, hedged funds and private equity. The Global Credit category includes global fixed 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-unitized 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, 2019 and 2018
(dollars in thousands)

Total university investments by major category for the primary institution at June 30, 2019 and 2018 are as follows:

	Primary Institution	
	2019	2018
Temporary Investments	\$ 1,738,010	\$ 1,610,826
Long-Term Investment Pool:		
Gifted Endowment - University	1,070,008	1,104,236
Gifted Endowment - OSU Foundation	969,429	958,750
Quasi Endowment - Operating	1,289,534	1,208,769
Quasi Endowment - Designated	1,927,788	1,939,679
Total Long-Term Investment Pool	<u>5,256,759</u>	<u>5,211,434</u>
Securities Lending Collateral Investments	44,391	39,510
Other Long-Term Investments	219,455	163,946
Total Investments	<u>\$ 7,258,615</u>	<u>\$ 7,025,716</u>

Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

Total university investments by investment type for the primary institution at June 30, 2019 are as follows:

	Primary Institution				
	Temporary	Long-Term	Other		Total
			Long-Term	Securities	
Investments	Investment Pool	Investments	Lending Collateral Investments		
U.S. equity	\$ 309	\$ 533,091	\$ -	\$ -	\$ 533,400
International equity	-	391,301	-	-	391,301
Equity mutual funds	86,616	1,024,535	22,284	-	1,133,435
U.S. government obligations	157,044	554,889	471	-	712,404
U.S. government agency obligations	129,502	-	-	-	129,502
Corporate bonds and notes	1,223,091	-	-	-	1,223,091
Bond mutual funds	92,439	-	16,103	-	108,542
Foreign government bonds	12,380	-	-	-	12,380
Real assets	9,578	525,966	24,884	-	560,428
Hedge funds	-	829,151	-	-	829,151
Private equity	-	903,311	138,625	-	1,041,936
Commercial paper	18,068	-	-	-	18,068
Cash and cash equivalents	-	494,515	-	-	494,515
Other	8,983	-	17,088	-	26,071
Securities Lending Collateral Assets:					
Repurchase agreements	-	-	-	18,703	18,703
Variable rate notes	-	-	-	950	950
Certificates of deposit	-	-	-	24,772	24,772
Cash and other adjustments	-	-	-	(34)	(34)
	\$ 1,738,010	\$ 5,256,759	\$ 219,455	\$ 44,391	\$ 7,258,615

Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

Total university investments by investment type for the primary institution at June 30, 2018 are as follows:

	Primary Institution				
	Temporary	Long-Term	Other	Securities	Total
	Investments	Investment Pool	Long-Term Investments	Lending Collateral Investments	
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
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
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>

The components of the net investment income and loss for the primary institution are as follows:

	2019	2018
Interest and dividends	\$ 197,877	\$ 162,059
Net increase in fair value of investments	84,112	341,400
Investment expenses	(52,326)	(64,305)
Total	<u>\$ 229,663</u>	<u>\$ 439,154</u>

Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

Information on Fair Value of Investments

Fair value is defined in the accounting standards as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Assets and liabilities reported at fair value are organized into a hierarchy based on the levels of inputs observable in the marketplace that are used to measure fair value.

Inputs are used in applying the various valuation techniques and take into account the assumptions that market participants use to make valuation decisions. Inputs may include price information, credit data, liquidity statistics, and other factors specific to the financial instrument. Observable inputs reflect market data obtained from independent sources. In contrast, unobservable inputs reflect the entity's assumptions about how market participants would value the financial instrument.

A financial instrument's level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair value measurement. The following describes the hierarchy of inputs used to measure fair value and the primary valuation methodologies used for financial instruments measured at fair value on a recurring basis:

Level 1 – Prices based on unadjusted quoted prices in active markets that are accessible for identical assets or liabilities are classified as Level 1. Directly held equity securities, registered bond and equity mutual funds, and other miscellaneous investments classified in Level 1 are valued using prices quoted in active markets that the custodian and university have the ability to access.

Level 2 – Quoted prices in the markets that are not considered to be active, dealer quotations or alternative pricing sources for similar assets or liabilities for which all significant inputs are observable, either directly or indirectly, are classified as Level 2. Level 2 investments include US government agencies and obligations, corporate bonds, municipal bonds, foreign government bonds, repurchase agreements, commercial paper, and other debt related investments. The evaluated prices may be determined by factors which include, but are not limited to, market quotations, yields, maturities, call features, ratings, institutional size trading in similar groups of securities and developments related to specific securities.

Level 3 – Investments classified as Level 3 have significant unobservable inputs, as they trade infrequently or not at all. The inputs into the determination of fair value of these investments are based upon the best information in the circumstance and may require significant management judgment. Investments included in Level 3 consist primarily of the university's ownership in real estate, limited partnerships and equity positions in private companies.

Net Asset Value (NAV) – Investments whose fair value is measured at NAV are excluded from the fair value hierarchy. Investments in non-governmental entities that do not have a readily determinable fair value may be valued at NAV if the NAV is determined in accordance with the fair value measurement principles provided by the FASB standards relevant to investment companies. Interest in investment funds with a NAV reported under an alternative basis or meet the intent to sell criteria are reflected as Level 3 investments.

Notes to Financial Statements – Years Ended June 30, 2019 and 2018

(dollars in thousands)

Investments measured at NAV consist mainly of non-publicly traded mutual funds, hedge funds, private equity, and other alternative funds. These assets are valued by the associated external investment manager/general partner and reviewed by the university using the most recent audited and unaudited financial statements available.

Not Leveled – Cash is not measured at fair value and, thus, is not subject to the fair value disclosure requirements. Cash not subject to such requirements amounted to \$37,109 and \$19,733 at June 30, 2019 and 2018, respectively.

Investments by fair value category for the primary institution at June 30, 2019 are as follows:

	Primary Institution					
	Quoted Prices in Active Markets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)	NAV as Practical Expedient (NAV)	Total Fair Value	
	U.S. equity	\$ 533,400	\$ -	\$ -	\$ -	\$ 533,400
	International equity	391,301	-	-	-	391,301
Equity mutual funds	188,590	-	-	944,845	1,133,435	
U.S. government obligations	8,311	704,093	-	-	712,404	
U.S. government agency obligations	-	129,502	-	-	129,502	
Corporate bonds and notes	-	1,220,966	2,125	-	1,223,091	
Bond mutual funds	108,542	-	-	-	108,542	
Foreign government bonds	-	12,380	-	-	12,380	
Real assets	19,719	-	313,986	226,723	560,428	
Hedge funds	-	-	-	829,151	829,151	
Private equity	-	-	187,790	854,146	1,041,936	
Commercial paper	-	18,068	-	-	18,068	
Cash equivalents	457,406	-	-	-	457,406	
Other	-	8,551	17,520	-	26,071	
Securities Lending Collateral Assets:						
Repurchase agreements	-	18,703	-	-	18,703	
Variable rate notes	-	950	-	-	950	
Commercial paper	-	-	-	-	-	
Certificates of deposit	-	24,772	-	-	24,772	
Other adjustments	-	(34)	-	-	(34)	
	\$ 1,707,269	\$ 2,137,951	\$ 521,421	\$ 2,854,865	\$ 7,221,506	

Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

Investments by fair value category for the primary institution at June 30, 2018 are as follows:

	Primary Institution				
	Quoted Prices in Active Markets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)	NAV as Practical Expedient (NAV)	Total Fair Value
	\$	\$	\$	\$	\$
U.S. equity	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>

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, 2019 is as follows:

	Fair Value	Unfunded Commitments	Remaining Life	Redemption Notice Period	Redemption Restrictions
Equity mutual funds - non-public international	\$ 944,845	\$ -	No limit	1 to 30 days	None
Hedge funds - absolute return, credit, long/short equities	829,151	-	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	854,146	785,128	1-12 years	Partnerships ineligible for redemption	Not redeemable
Real assets - natural resources, real estate, infrastructure	226,723	165,257	1-12 years	Partnerships ineligible for redemption	Not redeemable
	<u>\$ 2,854,865</u>	<u>\$ 950,385</u>			

Notes to Financial Statements – Years Ended June 30, 2019 and 2018

(dollars in thousands)

At June 30, 2019, university management identified several partnership investments measured at NAV whose sale is probable for an amount different from NAV. The fair value of these investments – based on bids provided by third parties – is \$243,182. The university is continuing to consider the sale of these investments.

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.

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, 2019 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	\$ 712,404	\$ 583,306	\$ 111,097	\$ 18,001	\$ -
U.S. government agency obligations	129,502	21,127	12,463	17,203	78,709
Commercial paper	18,068	18,068	-	-	-
Corporate bonds	1,223,091	242,552	828,631	65,590	86,318
Bond mutual funds	108,542	(135)	60,981	32,353	15,343
Other governmental bonds	8,550	1,857	4,226	1,163	1,304
Foreign governmental bonds	12,380	6,014	6,366	-	-
Securities Lending Collateral:					
Repurchase agreements	18,703	18,703	-	-	-
Certificates of deposit	950	950	-	-	-
Commercial paper	-	-	-	-	-
Variable rate notes	24,772	24,772	-	-	-
Total	\$ 2,256,962	\$ 917,214	\$ 1,023,764	\$ 134,310	\$ 181,674

Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

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

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, 2019 and 2018
(dollars in thousands)

The credit ratings of the university's interest-bearing investments for the primary institution at June 30, 2019 are as follows:

	Total	Primary Institution										
		AAA	AA	A	BBB	BB	B	CCC	CC	C	Not Rated	
U.S. government and agency obligations	\$ 841,306	\$ 4,745	\$ 778,523	\$ 53,899	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,238
Corporate bonds	1,223,091	76,957	325,993	440,442	358,615	21,993	652	-	-	-	-	132,458
Bond mutual funds	108,542	20,337	60,937	11,802	12,155	1,915	653	721	-	-	-	22
Foreign government bonds	12,380	2,715	201	6,359	-	-	-	-	-	-	-	3,105
Commercial paper	10,668	-	-	4,985	-	-	-	-	-	-	-	13,083
Other government bonds	8,550	-	5,110	3,440	-	-	-	-	-	-	-	-
Securities Lending Collateral:												
Repurchase agreements	18,703	-	-	-	-	-	-	-	-	-	-	18,703
Certificates of deposit	950	-	-	950	-	-	-	-	-	-	-	-
Commercial paper	24,772	-	-	16,917	-	-	-	-	-	-	-	-
Variable rate notes	7,885	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 2,256,952	\$ 104,755	\$ 1,041,019	\$ 540,784	\$ 370,770	\$ 23,908	\$ 1,305	\$ 721	\$ -	\$ -	\$ -	\$ 169,690

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

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, 2019 and June 30, 2018.

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, 2019 and 2018
(dollars in thousands)

At June 30, 2019, 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
Argentine Peso	\$ -	\$ -	\$ 34	\$ -	\$ -	\$ -
Australian dollar	5,969	31,351	98	-	-	-
Bangladeshi taka	-	-	-	-	-	-
Brazilian real	9,032	7,322	144	-	-	-
Canadian dollar	17,890	10,414	62	627	-	-
Chilean peso	435	196	54	-	-	-
Chinese yuan	663	57,495	5	-	-	-
Columbian peso	181	62	90	-	-	-
Czech Republic koruna	67	670	-	-	-	-
Danish krone	1,236	5,027	3	-	-	-
Egyptian pound	80	274	-	-	-	-
Euro	111,377	83,394	(854)	798	990	89,635
Great Britain pound sterling	40,376	74,112	91	3,545	-	104,324
Hong Kong dollar	24,286	39,176	(320)	-	-	-
Hungarian forint	122	63	-	-	-	-
Iceland Krona	-	-	36	-	-	-
Indian rupee	4,237	2,247	(4)	-	-	-
Indonesian rupiah	952	3,127	186	-	-	-
Israeli shekel	198	134	7	-	-	-
Japanese yen	104,304	51,414	393	-	5,513	-
Kenyan Shilling	-	377	-	-	-	-
Kuwaiti dinar	-	148	-	-	-	-
Malaysian ringgit	987	1,919	(2)	-	-	-
Mexican peso	1,136	2,117	155	-	-	-
New Taiwan dollar	5,141	9,020	(2)	-	-	-
New Turkish lira	253	761	-	-	-	-
New Zealand dollar	288	106	46	-	-	-
Norwegian krone	4,760	3,294	67	-	-	-
Pakistan rupee	33	23	-	-	-	-
Peruvian nuevo sol	-	7	146	-	-	-
Philippine peso	490	722	-	-	-	-
Polish zloty	602	135	122	-	-	-
Qatarian rial	441	241	-	-	-	-
Romanian new leu	-	-	-	-	-	-
Russian ruble	1,435	625	254	-	-	-
Saudi Riyal	616	287	-	-	-	-
Singapore dollar	1,143	7,940	-	-	-	-
South African rand	2,622	6,396	86	-	-	-
South Korean Won	9,700	9,769	(129)	-	-	-
Sri Lanka rupee	-	-	-	-	-	-
Swedish krona	3,916	14,000	126	-	-	-
Swiss franc	34,631	17,664	(114)	-	-	29,825
Thailand bhat	1,416	1,186	(1)	-	-	-
UAE dirham	286	154	-	-	-	-
Total	\$ 391,301	\$ 443,369	\$ 779	\$ 4,970	\$ 6,503	\$ 223,784

Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

At June 30, 2018, 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
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	-	-	-	-
Qatarian rial	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, 2019 and 2018
(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, 2019 and 2018 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, 2019, 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, 2019, securities loaned by the university amounted to a fair value of \$69,375 and were secured by collateral in the amount of \$80,012. The portion of this collateral that was received in cash amounted to \$44,387 and is reflected within the university's statement of net position as a current asset and a corresponding current liability.

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.

Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

NOTE 4 — ACCOUNTS, NOTES AND PLEDGES RECEIVABLE

Accounts receivable for the primary institution at June 30, 2019 and 2018 consist of the following:

	Primary Institution	
	2019	2018
Gross receivables - OSU Health System	\$ 1,171,862	\$ 1,165,740
Grant and contract receivables	94,218	92,973
Tuition and fees receivable	21,970	19,519
Receivables for departmental and auxiliary sales and services	51,667	44,280
State and federal receivables	12,382	26,535
Other receivables	28	32
Total receivables	1,352,127	1,349,079
Less: Allowances	716,803	729,769
Total receivables, net	<u>\$ 635,324</u>	<u>\$ 619,310</u>

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 \$18,149 and \$18,709 at June 30, 2019 and 2018, 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 \$101,478 in non-endowment pledges receivable and a related allowance for doubtful accounts of \$5,787 at June 30, 2019. The university recorded \$104,041 in non-endowment pledges receivable and a related allowance for doubtful accounts of \$3,616 at June 30, 2018.

Accounts receivable for the discretely presented component units at June 30, 2019 and 2018 consist of the following:

	Discretely Presented Component Units	
	2019	2018
Gross receivables - OSU Physicians	\$ 129,817	\$ 115,796
Other receivables	13,304	9,358
Total receivables	143,121	125,154
Less: Allowances for doubtful accounts	80,118	71,877
Total receivables, net	<u>\$ 63,003</u>	<u>\$ 53,277</u>

Allowances consist primarily of allowances for doubtful accounts and contractual adjustments of receivables of OSU Physicians.

Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

NOTE 5 — CAPITAL ASSETS

Capital assets activity for the primary institution for the year ended June 30, 2019 is summarized as follows:

	Primary Institution			
	Beginning Balance	Additions	Retirements	Ending Balance
Capital assets not being depreciated:				
Land	\$ 89,492	\$ 3,317	\$ -	\$ 92,809
Intangibles	18,413	-	-	18,413
Construction in progress	378,859	16,925	-	395,784
Total non depreciable assets	486,764	20,242	-	507,006
Capital assets being depreciated:				
Improvements other than buildings	833,855	88,659	15	922,499
Buildings and fixed equipment	6,375,994	363,809	4,196	6,735,607
Movable equipment, furniture and software	1,547,854	165,277	64,473	1,648,658
Library books	191,275	3,890	834	194,331
Total	8,948,978	621,635	69,518	9,501,095
Less: Accumulated depreciation	4,392,520	413,039	65,821	4,739,738
Total depreciable assets, net	4,556,458	208,596	3,697	4,761,357
Capital assets, net	\$ 5,043,222	\$ 228,838	\$ 3,697	\$ 5,268,363

The increase in construction in progress of \$16,925 in fiscal year 2019 represents the amount of capital expenditures for new projects of \$573,711, net of assets placed in service of \$556,786.

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, 2019 and 2018
(dollars in thousands)

Capital assets activity for the discretely presented component units for the year ended June 30, 2019 is summarized as follows:

	Discretely Presented Component Units			
	Beginning Balance	Additions	Retirements	Ending Balance
Capital assets not being depreciated:				
Land	\$ 25,731	\$ 3,741	\$ 34	\$ 29,438
Intangibles	46	16	-	62
Construction in progress	19,758	21,704	-	41,462
Total non depreciable assets	45,535	25,461	34	70,962
Capital assets being depreciated:				
Improvements other than buildings	14,360	3,705	634	17,431
Buildings and fixed equipment	111,918	4,993	17,516	99,395
Movable equipment, furniture and software	33,434	9,839	252	43,021
Total	159,712	18,537	18,402	159,847
Less: Accumulated depreciation	70,688	7,467	11,498	66,657
Total depreciable assets, net	89,024	11,070	6,904	93,190
Capital assets, net	\$ 134,559	\$ 36,531	\$ 6,938	\$ 164,152

The increase in construction in progress of \$21,704 in fiscal year 2019 represents the amount of capital expenditures for new projects of \$27,858, net of assets placed in service of \$6,154.

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 Balance	Additions	Retirements	Ending 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	\$ 122,167	\$ 13,664	\$ 1,272	\$ 134,559

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.

Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

The university recognized asset retirement obligations (AROs) of \$17,337 at June 30, 2019 and 2018, respectively. Assets with AROs include university facilities in which radioactive materials are used, facilities handling hazardous chemicals or waste and fuel storage tanks, all of which are subject to regulation by the State of Ohio. Liability estimates are based on decommissioning funding plans (for facilities handling radioactive materials) and historical experience (for hazardous waste facilities and fuel storage tanks). The estimated remaining useful lives of these assets range from 0 to 26 years.

NOTE 6 — ACCOUNTS PAYABLE AND ACCRUED EXPENSES

Accounts payable and accrued expenses for the primary institution at June 30, 2019 and 2018 consist of the following:

	Primary Institution	
	2019	2018
Payables to vendors for supplies and services	\$ 326,794	\$ 330,538
Accrued compensation and benefits	141,433	131,639
Retirement system contributions payable	84,622	80,066
Other accrued expenses	38,995	37,120
Total payables and accrued expenses	<u>\$ 591,844</u>	<u>\$ 579,363</u>

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, 2019 and 2018 consist of the following:

	Primary Institution	
	2019	2018
Current deposits and advance payments:		
Tuition and fees	\$ 45,827	\$ 42,585
Departmental and auxiliary sales and services	82,509	81,541
Affinity agreements	3,087	2,915
Advance from concessionaire	21,786	21,786
Grant and contract advances	113,290	111,091
Other deposits and advance payments	15,387	14,483
Total current deposits and advance payments	<u>\$ 281,886</u>	<u>\$ 274,401</u>
Advance from concessionaire	\$ 1,024,555	\$ 1,046,342
Other non-current deposits and advance payments:	101,089	68,018

Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

NOTE 8 — SELF-INSURANCE ACCRUALS

The university maintains self-insurance programs for professional medical malpractice, employee health insurance and workers' compensation. Information on each of these programs is provided below.

Medical Malpractice

The university has established trustee self-insurance funds for professional medical malpractice liability claims with a \$4,000 limit per occurrence and \$18,000 annual aggregate. The university self-insurance funds have insurance in excess of \$4,000 per occurrence through Oval Limited, a blended component unit of the university. Effective July 1, 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 – 6/30/19	\$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

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, 2019, 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, 2019. 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, 2019 of the anticipated future payments on gross claims is estimated at its present value of \$51,092 discounted at an estimated rate of 3% (university funds) and an additional \$19,247 discounted at an estimated rate of 3% (Oval Limited).

Notes to Financial Statements – Years Ended June 30, 2019 and 2018

(dollars in thousands)

Although actual experience upon the ultimate disposition of the claims may vary from this estimate, the self-insurance fund assets of \$205,510 (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, 2019, and the surplus of \$135,136 is included in unrestricted net position.

At June 30, 2018, the anticipated future payments on gross claims was estimated at its present value of \$51,042 discounted at an estimated rate of 3% (university funds) and an additional \$19,286 discounted at an estimated rate of 3% (Oval Limited). 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) were more than the recorded liability at June 30, 2018, and the surplus of \$133,283 was included in unrestricted net position.

Employee Health Insurance

The university is also self-insured for employee health insurance. As of June 30, 2019 and 2018, \$37,016 and \$32,997, 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, 2019 and 2018, respectively, \$19,276 and \$20,112 are recorded as a liability relating to both claims received but not paid and estimates of claims incurred but not yet reported.

Changes in reported self-insurance liabilities for the primary institution since June 30, 2017 result from the following activities:

	Malpractice		Health		Workers' Compensation	
	2019	2018	2019	2018	2019	2018
Liability at beginning of fiscal year	\$ 70,328	\$ 73,523	\$ 32,997	\$ 35,849	\$ 20,112	\$ 20,498
Current year provision for losses	5,381	865	348,520	335,534	6,273	15,914
Claim payments	(5,370)	(4,060)	(344,501)	(338,386)	(7,109)	(16,300)
Balance at fiscal year end	\$ 70,339	\$ 70,328	\$ 37,016	\$ 32,997	\$ 19,276	\$ 20,112

NOTE 9 — DEBT

The university may finance the construction, renovation and acquisition of certain facilities through the issuance of debt obligations, which include general receipts bonds, special purpose receipts bonds, capital lease obligations, and other borrowings.

Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

Debt activity for the primary institution for the year ended June 30, 2019 is as follows:

	Primary Institution				
	Beginning Balance	Additions	Reductions	Ending Balance	Current Portion
Direct Borrowings and Direct Placements - Notes:					
WOSU	\$ 1,985	\$ -	\$ 159	\$ 1,826	\$ 159
OH Air Quality Note Series A	2,618	-	420	2,198	426
OH Air Quality Note Series B	2,340	-	-	2,340	-
St. Stephens Church Note	2,653	-	80	2,573	84
Direct Borrowings and Direct Placements - Other:					
Capital Lease Obligations	15,329	10,958	5,286	21,001	7,262
Ohio State Energy Partners	10,316	31,877	521	41,672	2,551
General Receipts Bonds - Fixed Rate:					
2008A, due serially through 2028	7,570	-	7,570	-	-
2010A, due serially through 2020	40,460	-	24,135	16,325	10,200
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	66,750	-	8,530	58,220	8,910
2012B, due 2033	13,515	-	1,480	12,035	1,510
2014A, due serially through 2044	129,245	-	2,435	126,810	2,560
2016A, due serially through 2111	600,000	-	-	600,000	-
2016B, due serially through 2030	23,255	-	2,790	20,465	2,930
2017, due serially through 2028	69,950	-	-	69,950	7,035
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	-	4,840	44,960	44,960
2005B, due serially through 2035	71,575	-	8,845	62,730	62,730
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
	3,151,711	42,835	67,091	3,127,455	618,302
Unamortized Bond Premiums	81,211	-	7,883	73,328	-
Total outstanding debt	\$ 3,232,922	\$ 42,835	\$ 74,974	\$ 3,200,783	\$ 618,302

Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

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
Direct Borrowings and Direct Placements - 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
Direct Borrowings and Direct Placements - Other:					
Capital Lease Obligations	8,548	10,508	3,727	15,329	4,630
Ohio State Energy Partners	-	10,316	-	10,316	-
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
	3,205,997	90,774	145,060	3,151,711	640,589
Unamortized Bond Premiums	86,129	12,719	17,637	81,211	-
Total outstanding debt	\$ 3,292,126	\$ 103,493	\$ 162,697	\$ 3,232,922	\$ 640,589

Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

Debt activity for the discretely presented component units for the year ended June 30, 2019 is as follows:

	Discretely Presented Component Units				
	Beginning Balance	Additions	Reductions	Ending Balance	Current Portion
Direct Borrowings and Direct Placements:					
OSU Physicians - Series 2013 Health Care					
Facilities Revenue Bond, due through 2035	\$ 12,437	\$ 47	\$ 811	\$ 11,673	\$ 895
OSU Physicians - Term Loan Payable, due 2023	1,347	-	-	1,347	-
TRC Ohio Development Service Agency Note Payable	5,000	-	309	4,691	314
Campus Partners - Columbus Foundation Note Payable	1,833	-	86	1,747	88
Campus Partners - Edwards TIF Note Payable	1,650	350	2,000	-	-
Capital Lease Obligations	97	4	55	46	46
Total outstanding debt	\$ 22,364	\$ 401	\$ 3,261	\$ 19,504	\$ 1,343

Debt activity for the discretely presented component units for the year ended June 30, 2018 is as follows:

	Discretely Presented Component Units				
	Beginning Balance	Additions	Reductions	Ending Balance	Current Portion
Direct Borrowings and Direct Placements:					
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, 2019 and 2018
(dollars in thousands)

Debt obligations are generally callable by the university, bear interest at fixed and variable rates ranging from 0% to 6% and mature at various dates through 2111. Maturities and interest on debt obligations for the next five years and in five-year periods for the primary institution are as follows:

	Primary Institution					
	Bonds		Direct Borrowings and Direct Placements		Total	
	Principal	Interest	Principal	Interest		
2020	\$ 607,820	\$ 133,140	\$ 10,482	\$ 3,314	\$ 754,756	
2021	31,585	121,620	10,341	3,285	166,831	
2022	33,370	120,135	7,054	2,863	163,422	
2023	42,345	118,693	6,072	2,553	169,663	
2024	38,020	116,726	3,266	2,405	160,417	
2025-2029	166,425	558,392	16,276	9,116	750,209	
2030-2034	127,385	526,364	8,452	4,999	667,200	
2035-2039	120,340	502,333	6,683	2,381	631,737	
2040-2044	780,515	298,880	2,984	604	1,082,983	
2045-2049	358,040	204,576	-	-	562,616	
2050-2054	-	170,600	-	-	170,600	
2055-2059	250,000	145,300	-	-	395,300	
2060-2064	-	120,000	-	-	120,000	
2065-2069	-	120,000	-	-	120,000	
2070-2074	-	120,000	-	-	120,000	
2075-2079	-	120,000	-	-	120,000	
2080-2084	-	120,000	-	-	120,000	
2085-2089	-	120,000	-	-	120,000	
2090-2094	-	120,000	-	-	120,000	
2095-2099	-	120,000	-	-	120,000	
2100-2104	-	120,000	-	-	120,000	
2105-2109	-	120,000	-	-	120,000	
2110-2111	500,000	48,000	-	-	548,000	
	<u>\$ 3,055,845</u>	<u>\$ 4,264,759</u>	<u>\$ 71,610</u>	<u>\$ 31,520</u>	<u>\$ 7,423,734</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		
	Direct Borrowings and Direct Placements		Total
	Principal	Interest	
2020	\$ 1,343	\$ 348	\$ 1,691
2021	2,893	586	3,479
2022	1,256	267	1,523
2023	1,256	243	1,499
2024	1,006	222	1,228
2025-2029	5,304	835	6,139
2030-2034	5,430	350	5,780
2035-2039	1,016	12	1,028
	<u>\$ 19,504</u>	<u>\$ 2,863</u>	<u>\$ 22,367</u>

Notes to Financial Statements – Years Ended June 30, 2019 and 2018

(dollars in thousands)

General receipts bonds are backed by the unrestricted receipts of the university, excluding certain items as described in the bond indentures.

University bond indentures include provisions for Events of Default and Remedies. In general, if the university fails to pay any interest or principal when it is due and payable, the Trustee may, upon the request of the holders of at least 25% of the outstanding principal on the bonds, declare the principal and any accrued interest as immediately due and payable. For the Series 2013A Special Purpose General Receipts bonds, Events of Default also include failure 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 1.1 times the aggregate debt service for the then-current Fiscal Year on all Special Purpose General Receipts Obligations”.

The university’s private and direct placement debt consists primarily of long-term payables to Ohio State Energy Partners (OSEP) for capital improvements. The university’s Utility System Lease and Concession Agreement with OSEP includes Events of Default, including the failure to pay the Utility Fee. If the university fails to remedy the default as specified in the agreement, OSEP may terminate the agreement and require the university to pay OSEP the Utility System Concession Value as of the date of such termination. The Utility System Concession Value is defined as the fair market value of the Concessionaire Interest in the lease and concession agreement and would include principal and interest on any outstanding long-term payables to OSEP.

The outstanding bond indentures do not require mandatory reserves for future payment of principal and interest. However, the university has set aside \$342,397 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 Defeased	Amount Outstanding at June 30, 2019
General Receipts Bonds:		
Series 2010A	\$ 13,050	\$ 991
Series 2010D	<u>4,376</u>	<u>4,376</u>
	<u>\$ 17,426</u>	<u>\$ 5,367</u>

Neither the outstanding indebtedness nor the related trust account assets for the above bonds are included in the university’s financial statements.

Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

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, 2019, 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, 2019 are as follows:

Series:	Interest Rate Not	Effective Average
	to Exceed	Interest Rate
1997	12%	1.477%
1999B1	12%	1.282%
2001	12%	1.095%
2003C	12%	1.425%
2005B	12%	1.022%
2008B	12%	0.497%
2010E	8%	0.436%
2014B	not specified	0.721%

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.

Notes to Financial Statements – Years Ended June 30, 2019 and 2018

(dollars in thousands)

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 \$574,675 and \$588,360 at June 30, 2019 and 2018, respectively.

Capital Lease Obligations

Some university equipment items and vehicles are financed as capital leases. The original cost and lease obligations related to these capital leases as of June 30, 2019 are \$33,708 and \$21,000, respectively. The original cost and lease obligations related to these capital leases as of June 30, 2018 are \$22,750 and \$15,328, 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, 2019 and 2018 for the primary institution were \$123,584 and \$122,281. Of these amounts, interest of \$8,500 and \$5,792 were capitalized. The remaining amounts of \$115,084 and \$116,489 for the years ended June 30, 2019 and 2018, respectively, are reported as interest expense in the statement of revenues, expenses and changes in net position.

NOTE 10 — OPERATING LEASES

The university leases various buildings, office space, and equipment under operating lease agreements. These facilities and equipment are not recorded as assets on the statement of net position. The total rental expense under these agreements was \$19,692 and \$23,638 for the years ended June 30, 2019 and 2018, respectively.

Notes to Financial Statements – Years Ended June 30, 2019 and 2018

(dollars in thousands)

Future minimum payments for all significant operating leases with initial or remaining terms in excess of one year as of June 30, 2019 are as follows:

Year Ending June 30,	Primary	Discretely Presented
	Institution	Component Units
2020	\$ 15,916	\$ 8,148
2021	14,808	7,177
2022	14,764	6,292
2023	13,350	5,683
2024	9,673	4,812
2025-2029	46,393	16,440
2030-2034	12,199	6,794
2035-2039	275	84
2040-2044	-	54
2045-2049	-	-
2050-2054	-	-
2055-2059	-	-
2060-2064	-	-
2064 and beyond	-	-
Total minimum lease payments	<u>\$ 127,378</u>	<u>\$ 55,484</u>

NOTE 11 — COMPENSATED ABSENCES

University employees earn vacation and sick leave on a monthly basis.

Classified civil service employees may accrue vacation benefits up to a maximum of three years credit. Administrative and professional staff and faculty may accrue vacation benefits up to a maximum of 240 hours. For all classes of employees, any earned but unused vacation benefit is payable upon termination.

Sick leave may be accrued without limit. However, earned but unused sick leave benefits are payable only upon retirement from the university with ten or more years of service with the state. The amount of sick leave benefit payable at retirement is one fourth of the value of the accrued but unused sick leave up to a maximum of 240 hours.

The university accrues sick leave liability for those employees who are currently eligible to receive termination payments as well as other employees who are expected to become eligible to receive such payments. This liability is calculated using the "termination payment method" which is set forth in Appendix C, Example 4 of the GASB Statement No. 16, *Accounting for Compensated Absences*. Under the termination method, the university calculates a ratio, Sick Leave Termination Cost per Year Worked, that is based on the university's actual historical experience of sick leave payouts to terminated employees. This ratio is then applied to the total years-of-service for current employees.

Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

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, 2019 is as follows:

	Primary Institution				
	Beginning Balance	Additions	Reductions	Ending Balance	Current Portion
Compensated absences	\$ 185,004	\$ 23,204	\$ 15,268	\$ 192,940	\$ 15,268
Self-insurance accruals	123,436	353,066	349,871	126,631	44,124
Amounts due to third party payors	66,333	61,054	50,917	76,470	27,096
Irrevocable split-interest agreements	32,728	-	1,001	31,727	3,264
Refundable advances for Federal Perkins loans	32,638	840	-	33,478	-
Other noncurrent liabilities	91,944	30,348	-	122,292	-
	<u>\$ 532,083</u>	<u>\$ 468,512</u>	<u>\$ 417,057</u>	<u>\$ 583,538</u>	<u>\$ 89,752</u>

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>

Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

NOTE 13 — RENTALS UNDER OPERATING LEASES

The university is the lessor of certain land, buildings, office and retail space under operating lease agreements. Future minimum rental income from non-cancelable operating leases for the primary institution as of June 30, 2019 is as follows:

Year Ending June 30,		
2020	\$	4,150
2021		3,201
2022		2,928
2023		2,804
2024		2,256
2025-2029		5,148
2030-2034		2,412
2035-2039		300
2040-2044		10
2045-2049		10
2050-2054		10
Total minimum future rentals	\$	<u>23,229</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, 2019 is as follows:

Year Ending June 30,		
2020	\$	23,782
2021		9,835
2022		2,732
2023		2,508
2024		2,387
2025-2029		5,700
2030-2034		245
Total minimum future rentals	\$	<u>47,189</u>

Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

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 Changes in Net Position. Operating expenses by object for the primary institution for the years ended June 30, 2019 and 2018 are summarized as follows:

Year Ended June 30, 2019

	Primary Institution				
	Compensation and Benefits	Supplies and Services	Scholarships and Fellowships	Depreciation	Total
Instruction	\$ 937,736	\$ 132,556	\$ -	\$ -	\$ 1,070,292
Separately budgeted research	305,772	181,555	-	-	487,327
Public service	101,633	81,595	-	-	183,228
Academic support	202,555	40,405	-	-	242,960
Student services	86,559	22,607	-	-	109,166
Institutional support	227,931	81,760	-	-	309,691
Operation and maintenance of plant	37,166	98,141	-	-	135,307
Scholarships and fellowships	6,265	2,317	118,802	-	127,384
Auxiliary enterprises	211,868	149,478	-	-	361,346
OSU Health System	1,699,285	1,409,785	-	-	3,109,070
Depreciation	-	-	-	413,039	413,039
Total operating expenses	\$ 3,816,770	\$ 2,200,199	\$ 118,802	\$ 413,039	\$ 6,548,810

Year Ended June 30, 2018

	Primary Institution				
	Compensation and Benefits	Supplies and Services	Scholarships and Fellowships	Depreciation	Total
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	93,022	-	-	123,783
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	\$ 2,021,526	\$ 121,854	\$ 394,461	\$ 5,435,763

Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

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 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, 2019 are as follows:

	STRS-Ohio	OPERS	Total
Net pension liability - all employers	\$ 21,987,755	\$ 27,273,872	
Proportion of the net pension liability - university	4.6%	9.9%	
Proportionate share of net pension liability	\$ 1,019,690	\$ 2,695,368	\$ 3,715,058

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

Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

The collective net OPEB liabilities of the retirement systems and the university's proportionate share of these liabilities as of June 30, 2019 are as follows:

	STRS-Ohio	OPERS	Total
Net OPEB (asset) liability - all employers	\$ (1,606,898)	\$ 13,037,639	
Proportion of the net OPEB (asset) liability - university	4.6%	10.1%	
Proportionate share of net OPEB (asset) liability	\$ (74,520)	\$ 1,321,019	\$ 1,246,499

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

Deferred outflows of resources and deferred inflows of resources for pensions were related to the following sources as of June 30, 2019:

	STRS-Ohio	OPERS	Total
Deferred Outflows of Resources:			
Differences between expected and actual experience	\$ 23,538	\$ 1,288	\$ 24,826
Changes in assumptions	180,708	238,382	419,090
Net difference between projected and actual earnings on pension plan investments	-	380,743	380,743
Changes in proportion of university contributions	1,246	6,478	7,724
University contributions subsequent to the measurement date	77,702	107,284	184,986
Total	\$ 283,194	\$ 734,175	\$ 1,017,369

Deferred Inflows of Resources:			
Differences between expected and actual experience	\$ 6,659	\$ 41,458	\$ 48,117
Net difference between projected and actual earnings on pension plan investments	61,833	-	61,833
Changes in proportion of university contributions	-	43	43
Total	\$ 68,492	\$ 41,501	\$ 109,993

Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

Deferred outflows of resources and deferred inflows of resources for pensions 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	\$ 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, 2019:

	STRS-Ohio	OPERS	Total
Deferred Outflows of Resources:			
Differences between expected and actual experience	\$ 8,704	\$ 429	\$ 9,133
Changes in assumptions	-	40,879	40,879
Net difference between projected and actual earnings on OPEB plan investments	-	63,078	63,078
Changes in proportion of university contributions	141	2,936	3,077
University contributions subsequent to the measurement date	-	-	-
Total	\$ 8,845	\$ 107,322	\$ 116,167
Deferred Inflows of Resources:			
Differences between expected and actual experience	\$ 4,342	\$ 3,584	\$ 7,926
Changes in assumptions	101,540	-	101,540
Net difference between projected and actual earnings on pension plan investments	8,513	-	8,513
Changes in proportion of university contributions	-	-	-
Total	\$ 114,395	\$ 3,584	\$ 117,979

Notes to Financial Statements – Years Ended June 30, 2019 and 2018
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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

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
2020	162,189	352,878	515,067
2021	57,227	127,618	184,845
2022	7,345	40,118	47,463
2023	(12,059)	172,315	160,256
2024	-	(259)	(259)
2025 and Thereafter	-	4	4
Total	\$ 214,702	\$ 692,674	\$ 907,376

The amounts above include university contributions subsequent to the measurement date.

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
2020	(18,888)	48,049	29,161
2021	(18,888)	14,323	(4,565)
2022	(18,888)	10,859	(8,029)
2023	(16,991)	30,507	13,516
2024	(16,285)	-	(16,285)
2025 and Thereafter	(15,610)	-	(15,610)
Total	\$ (105,550)	\$ 103,738	\$ (1,812)

Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(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, 2020. 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 \$329.3 million or 64% of the total health care costs in fiscal 2018 (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 five years 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 five 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.</p>

Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(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, 2018, STRS Ohio received \$107.2 million in Medicare Part D reimbursements.</p>	<p>Beginning January 1, 2015, the service eligibility 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 2018 CAFR.</p> <p>OPERS no longer participates in the Medicare Part D program as of December 31, 2016. In 2018, OPERS received the final distribution of funds from the Medicare Part D program for calendar year 2016 of \$378,007.</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>

Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

	STRS-Ohio	OPERS
Contribution Rates	Employer and member contribution rates are established by the State Teachers Retirement Board and limited by Chapter 3307 of the Ohio Revised Code. The statutory employer rate is 14% and the statutory member rate is 14% of covered payroll. Under Ohio law, funds to pay health care costs may be deducted from employer contributions. For the year ended June 30, 2018, no employer allocation was made to the health care fund.	Employee and member contribution rates are established by the OPERS Board and limited by Chapter 145 of the Ohio Revised Code. For 2018, 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, 2018	December 31, 2018 (OPEB is rolled forward from December 31, 2017 actuarial valuation date)
Actuarial Assumptions	<p>Valuation Date: July 1, 2018 for pensions; June 30, 2018 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: -5.2% to 9.6% initial; 4% ultimate</p>	<p>Valuation Date: December 31, 2018 for pensions; December 31, 2017 for OPEB</p> <p>Actuarial Cost Method: Individual entry age</p> <p>Investment Rate of Return: 7.2% for pensions; 6.0% 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: 10.0% 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. Pre-retirement mortality rates are based on RP-2014 Employee Mortality Table, 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 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.

Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

	STRS-Ohio	OPERS																																																
		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 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																																																
Investment Return Assumptions	<p>The 10 year expected real rate of return on defined benefit pension and health care plan investments was determined by STRS Ohio's investment consultant by developing best estimates of expected future real rates of return for each major asset class. The target allocation and long-term expected real rate of return for each major asset class are summarized as follows:</p> <table border="1"> <thead> <tr> <th>Asset Class</th> <th>Target Allocation</th> <th>Long Term Expected Return*</th> </tr> </thead> <tbody> <tr> <td>Domestic Equity</td> <td>28.0%</td> <td>7.35%</td> </tr> <tr> <td>International Equity</td> <td>23.0%</td> <td>7.55%</td> </tr> <tr> <td>Alternatives</td> <td>17.0%</td> <td>7.09%</td> </tr> <tr> <td>Fixed Income</td> <td>21.0%</td> <td>3.00%</td> </tr> <tr> <td>Real Estate</td> <td>10.0%</td> <td>6.00%</td> </tr> <tr> <td>Liquidity Reserves</td> <td>1.0%</td> <td>2.25%</td> </tr> <tr> <td>Total</td> <td>100%</td> <td></td> </tr> </tbody> </table> <p>* Returns presented as geometric means</p>	Asset Class	Target Allocation	Long Term Expected Return*	Domestic Equity	28.0%	7.35%	International Equity	23.0%	7.55%	Alternatives	17.0%	7.09%	Fixed Income	21.0%	3.00%	Real Estate	10.0%	6.00%	Liquidity Reserves	1.0%	2.25%	Total	100%		<p>The long term expected rates of return on defined benefit pension and health care investment assets were determined using a building-block method in which best-estimate ranges of expected future real rates of return are developed for each major asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage, adjusted for inflation.</p> <p>The following table displays the Board-approved asset allocation policy for defined benefit pension assets for 2018 and the long-term expected real rates of return:</p> <table border="1"> <thead> <tr> <th>Asset Class</th> <th>Target Allocation</th> <th>Long Term Expected Return*</th> </tr> </thead> <tbody> <tr> <td>Fixed Income</td> <td>23.0%</td> <td>2.79%</td> </tr> <tr> <td>Domestic Equity</td> <td>19.0%</td> <td>6.21%</td> </tr> <tr> <td>Real Estate</td> <td>10.0%</td> <td>4.90%</td> </tr> <tr> <td>Private Equity</td> <td>10.0%</td> <td>10.81%</td> </tr> <tr> <td>International Equity</td> <td>20.0%</td> <td>7.83%</td> </tr> <tr> <td>Other Investments</td> <td>18.0%</td> <td>5.50%</td> </tr> <tr> <td>Total</td> <td>100.0%</td> <td></td> </tr> </tbody> </table> <p>* Returns presented as arithmetic means</p>	Asset Class	Target Allocation	Long Term Expected Return*	Fixed Income	23.0%	2.79%	Domestic Equity	19.0%	6.21%	Real Estate	10.0%	4.90%	Private Equity	10.0%	10.81%	International Equity	20.0%	7.83%	Other Investments	18.0%	5.50%	Total	100.0%	
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Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

	STRS-Ohio	OPERS																					
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Discount Rate	<p>Pensions -- The discount rate used to measure the total pension liability was 7.45% as of June 30, 2018. 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, 2018. 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, 2018.</p> <p>OPEB -- The discount rate used to measure the total OPEB liability was 7.45% as of June 30, 2018. 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 projected to be sufficient to make all projected future benefit payments of current plan members.</p>	<p>Pensions -- The discount rate used to measure the total pension liability was 7.2% 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 contractually required rates, as actuarially determined. 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 3.96% was used to measure the OPEB liability on the measurement date of December 31, 2018. 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).</p>																					

Notes to Financial Statements – Years Ended June 30, 2019 and 2018
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	STRS-Ohio	OPERS
	Therefore, the long-term expected rate of return on health care plan investments of 7.45% was used to measure the total OPEB liability as of June 30, 2018.	This single discount rate was based on an expected rate of return on the health care investment portfolio of 6.00% and a municipal bond rate of 3.71%. The 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 2031. As a result, the long-term expected rate of return on health care investments was applied to projected costs through the year 2031, and the municipal bond rate was applied to all health care costs after that date.
Changes in Assumptions Since the Prior Measurement Date	<p>Pensions – There were no changes in assumptions since the prior measurement date of June 30, 2017.</p> <p>OPEB -- The discount rate was increased from the blended rate of 4.13% to the long term expected rate of return of 7.45% based on the methodology defined under GASB Statement No. 74, <i>Financial Reporting for Postemployment Benefit Plans Other Than Pension Plans (OPEB)</i>. Valuation year per capita health care costs were updated.</p>	There has been no change in assumptions compared to prior year.
Benefit Term Changes Since the Prior Measurement Date	<p>Pensions – There were no changes in benefit terms since the prior measurement date of June 30, 2017.</p> <p>OPEB -- The subsidy multiplier for non-Medicare benefit recipients was increased from 1.9% to 1.944% per year of service effective January 1, 2019. The non-Medicare frozen subsidy base premium was increased effective January 1, 2019 and all remaining Medicare Part B premium reimbursements will be discontinued beginning January 1, 2020.</p>	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%.

Notes to Financial Statements – Years Ended June 30, 2019 and 2018

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Sensitivity of Net Pension Liability to Changes in Discount Rate	1% Decrease	Current Rate	1% Increase	1% Decrease	Current Rate	1% Increase
	(6.45%)	(7.45%)	(8.45%)	(6.2%)	(7.2%)	(8.3%)
	\$ 1,489,123	\$ 1,019,690	\$ 622,379	\$ 3,994,727	\$ 2,695,368	\$ 1,616,292
Sensitivity of Net OPEB Liability to Changes in Discount Rate	1% Decrease	Current Rate	1% Increase	1% Decrease	Current Rate	1% Increase
	(6.45%)	(7.45%)	(8.45%)	(2.96%)	(3.96%)	(4.96%)
	\$ (63,871)	\$ (74,520)	\$ (83,471)	\$ 1,690,029	\$ 1,321,019	\$ 1,027,493
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
	\$ (82,966)	\$ (74,520)	\$ (65,944)	\$ 1,269,751	\$ 1,321,019	\$ 1,379,988

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 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 9.53% 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.

Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

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, 2019, 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	\$ 77,781	\$ 220,062	\$ 60,390	\$ 358,233
GASB 68 Pension Accruals	32,939	446,571		479,510
GASB 75 OPEB Accruals	(158,168)	161,088		2,920
Total Pension and OPEB Expense	<u>\$ (47,448)</u>	<u>\$ 827,721</u>	<u>\$ 60,390</u>	<u>\$ 840,663</u>

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>

Pension and OPEB expenses are allocated to institutional functions on the Statement of Revenues, Expenses and Changes in Net Position.

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

Notes to Financial Statements – Years Ended June 30, 2019 and 2018

(dollars in thousands)

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 \$5,780 and \$5,191 for the years ended June 30, 2019 and 2018, respectively.

Employee contributions were \$2,129 and \$1,893 for the years ended June 30, 2019 and 2018.

NOTE 16 — CAPITAL PROJECT COMMITMENTS

At June 30, 2019, the university is committed to future contractual obligations for capital expenditures of approximately \$326,824 for the primary institution and \$17,500 for discretely presented component units.

These projects are funded by the following sources:

	Primary Institution	Discretely Presented Component Units
State appropriations	\$ 102,081	\$ -
Internal and other sources	224,743	17,500
Total	<u>\$ 326,824</u>	<u>\$ 17,500</u>

NOTE 17 — CONTINGENCIES AND RISK MANAGEMENT

The university is a party in a number of legal actions. While the final outcome cannot be determined at this time, management is of the opinion that the liability, if any, for these legal actions will not have a material adverse effect on the university's financial position.

The university is self-insured for the Health System's professional malpractice liability, employee health benefits, workers' compensation and employee life, accidental death and dismemberment benefits. Additional details regarding these self-insurance arrangements are provided in Note 8. The university also carries commercial insurance policies for various property, casualty and excess liability risks. Over the past three years, settlement amounts related to these insured risks have not exceeded the university's coverage amounts.

Under the terms of federal grants, periodic audits are required and certain costs may be questioned as not being appropriate expenditures under the terms of the grants. Such audits could lead to reimbursements to the grantor agencies. While questioned costs may occur, ultimate repayments required of the university have been infrequent in prior years.

Notes to Financial Statements – Years Ended June 30, 2019 and 2018

(dollars in thousands)

In April 2018, after receiving a complaint from a former OSU wrestler, the university initiated an independent investigation into allegations of sexual misconduct by former OSU physician Dr. Richard Strauss. Strauss was employed from 1978-1998 and died in 2005. In May 2019, the university released a report from the independent investigators that detailed acts of sexual abuse against at least 177 former students by Dr. Richard Strauss during his employment with the university. Civil actions relating to this investigation allege Title IX violations by the university. It is possible that additional lawsuits could be filed. The case is in mediation. The outcome of the pending and potential litigation is unknown at June 30, 2019, and, therefore, no accruals for future costs have been recorded in the 2019 financial statements.

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 \$416,545 and \$426,176 at June 30, 2019 and 2018, respectively. The university reports the parking lots and garages as capital assets with a carrying amount of \$124,508 at June 30, 2019 and 2018.

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.

Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

The university recognized fixed and O&M utility fees totaling \$56,140 and \$53,309, respectively for the years ended June 30, 2019 and 2018. The carrying amounts of OSEP capital investments and related payable to the concessionaire at June 30, 2019 and 2018 were \$41,672 and \$10,316, respectively.

11/1/2019 Draft

Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

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, 2019 and 2018 is presented below.

Condensed Combining Information – Year Ended June 30, 2019

	OSU		Oval		
	Foundation	Health Plan	Limited	Pelotonia	Eliminations
Condensed statements of net position:					
Current assets	\$ 84,921	\$ 5,229	\$ 51,461	\$ -	\$ -
Capital assets, net	2,953	112	-	-	-
Other assets	1,182,732	681	-	-	(102,265)
Total assets	\$ 1,270,606	\$ 6,022	\$ 51,461	\$ -	\$ (102,265)
Current liabilities	\$ 3,323	\$ 1,545	\$ 34	\$ -	\$ -
Noncurrent liabilities	60,554	494	19,247	102,265	(102,265)
Amounts payable to the university	40,025	-	-	-	-
Deferred inflows	13,795	-	-	-	-
Total liabilities and deferred inflows	117,697	2,039	19,281	102,265	(102,265)
Net investment in capital assets	2,953	-	-	-	-
Restricted:					
Nonexpendable	910,296	-	-	-	-
Expendable	225,537	-	-	-	(102,265)
Unrestricted	14,123	3,983	32,180	(102,265)	102,265
Total net position	1,152,909	3,983	32,180	(102,265)	-
Total liabilities, deferred inflows and net position	\$ 1,270,606	\$ 6,022	\$ 51,461	\$ -	\$ (102,265)

Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

	OSU Foundation	OSU Health Plan	Oval Limited	Pelotonia	Eliminations
Condensed statements of revenues, expenses and changes in net position:					
Operating revenues:					
Other sales, services and rental income	\$ 1,583	\$ 12,432	\$ (344)	\$ -	\$ -
Total operating revenues	1,583	12,432	(344)	-	-
Operating expenses, excluding depreciation					
Depreciation expense	184	48	-	-	-
Total operating expenses	14,348	12,531	(236)	-	-
Net operating income (loss)	(12,765)	(99)	(108)	-	-
Non-operating revenues and expenses:					
Gifts for current use	262,406	-	-	-	(102,265)
Net investment income (loss)	10,008	-	1,537	-	-
Other non-operating revenue (expense)	1,774	(6)	-	(102,265)	102,265
Net non-operating revenue (expense)	274,188	(6)	1,537	(102,265)	-
Capital contributions and additions to permanent endowments	71,009	-	-	-	-
Transfers from (to) the university	(244,284)	-	-	-	-
Change in net position	88,148	(105)	1,429	(102,265)	-
Beginning net position	1,064,761	4,088	30,751	-	-
Ending net position	\$ 1,152,909	\$ 3,983	\$ 32,180	\$ (102,265)	\$ -
Condensed statements of cash flows:					
Net cash provided (used) by:					
Operating activities (used) by:					
Operating activities	\$ (10,507)	\$ 245	\$ (1,591)	\$ -	\$ -
Noncapital financing activities	(2,256)	-	-	-	-
Capital and related financing activities	25,476	(52)	-	-	-
Investing activities	8,063	(44)	1,511	-	-
Net increase (decrease) in cash	20,776	149	(80)	-	-
Beginning cash and cash equivalents	22,859	4,315	1,290	-	-
Ending cash and cash equivalents	\$ 43,635	\$ 4,464	\$ 1,210	\$ -	\$ -

Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

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	13,653	4,088	30,751
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, 2019 and 2018
(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, 2019 and 2018
(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, 2019 and 2018 is presented below.

Condensed Combining Information – Year Ended June 30, 2019

	OSU Physicians	Campus Partners	Transportation Research Center	Dental Faculty Practice Plan
Condensed statements of net position:				
Current assets	\$ 200,538	\$ 8,646	\$ 12,236	\$ 1,713
Capital assets, net	26,809	105,505	31,610	228
Other assets	-	2,461	-	-
Amounts receivable from the university	18,355	-	3,991	-
Deferred outflows	-	-	24	-
Total assets and deferred outflows	<u>\$ 245,702</u>	<u>\$ 116,612</u>	<u>\$ 47,861</u>	<u>\$ 1,941</u>
Current liabilities	\$ 16,645	\$ 5,525	\$ 6,851	\$ 277
Noncurrent liabilities	12,124	26,264	4,572	-
Amounts payable to the university	19,569	90,602	9,451	284
Deferred inflows	-	-	13	-
Total liabilities and deferred inflows	<u>48,338</u>	<u>122,391</u>	<u>20,887</u>	<u>561</u>
Net investment in capital assets	13,682	103,184	26,920	(56)
Unrestricted	183,682	(108,963)	54	1,436
Total net position	<u>197,364</u>	<u>(5,779)</u>	<u>26,974</u>	<u>1,380</u>
Total liabilities, deferred inflows and net position	<u>\$ 245,702</u>	<u>\$ 116,612</u>	<u>\$ 47,861</u>	<u>\$ 1,941</u>

Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(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	\$ -	\$ 10,857	\$ 39,124	\$ -
Sales and services of OSU Physicians	560,322	-	-	-
Other sales, services and rental income	-	-	-	9,440
Total operating revenues	560,322	10,857	39,124	9,440
Operating expenses, excluding depreciation				
Depreciation expense	3,581	2,920	892	74
Total operating expenses	510,947	12,073	38,025	9,477
Net operating income (loss)	49,375	(1,216)	1,099	(37)
Non-operating revenues and expenses:				
Net investment income	2,373	222	29	-
Interest expense	(376)	(138)	(446)	-
Other non-operating revenue (expense)	(23,384)	605	21	(132)
Net non-operating revenue (expense)	(21,387)	689	(396)	(132)
Changes in net position				
Capital contributions and changes in net position	-	5,250	14,677	-
Change in net position	27,988	4,723	15,380	(169)
Beginning net position, as previously reported	169,376	(10,502)	11,594	1,549
Cumulative effect of accounting change	-	-	-	-
Ending net position	\$ 197,364	\$ (5,779)	\$ 26,974	\$ 1,380
Condensed statements of cash flows:				
Net cash provided (used) by:				
Operating activities (used) by:				
Operating activities	\$ 39,180	\$ 3,964	\$ 2,536	\$ 217
Noncapital financing activities	(23,473)	9,366	7,662	(133)
Capital and related financing activities	(4,372)	(12,415)	(12,027)	(90)
Investing activities	(7,716)	36	199	(96)
Net increase (decrease) in cash	3,619	951	(1,630)	(102)
Beginning cash and cash equivalents	128,332	2,444	4,779	543
Ending cash and cash equivalents	\$ 131,951	\$ 3,395	\$ 3,149	\$ 441

Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

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	<u>156,094</u>	<u>(100,884)</u>	<u>3,406</u>	<u>1,622</u>
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, 2019 and 2018
(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	484,133	9,892	45,217	8,933
Total operating expenses	3,574	3,352	694	54
	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				
	\$ 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, 2019 and 2018
(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 \$221,757 and \$214,631 for the years ended June 30, 2019 and 2018, 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, 2019 and 2018 is as follows:

Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

Segment Disclosure Information – Year Ended June 30, 2019 and June 30, 2018

	2019	2018
Condensed Statement of Net Position		
Assets and deferred outflows:		
Current assets	\$ 27,489	\$ 26,645
Capital assets	715,499	724,651
Total assets	<u>\$ 742,988</u>	<u>\$ 751,296</u>
Liabilities and deferred inflows:		
Current liabilities	\$ 7,279	\$ 7,751
Amounts payable to the university	721,238	738,540
Total liabilities	<u>728,517</u>	<u>746,291</u>
Net position:		
Net investment in capital assets	(5,739)	(13,889)
Unrestricted	20,210	18,894
Total net position	<u>14,471</u>	<u>5,005</u>
Total liabilities and net position	<u>\$ 742,988</u>	<u>\$ 751,296</u>
	2019	2018
Condensed Statement of Revenues, Expenses and Changes in Net Position		
Special-purpose pledged revenues - operating	\$ 221,757	\$ 214,631
Operating expenses, excluding depreciation	(150,933)	(145,243)
Depreciation expense	(35,021)	(34,103)
Operating income	35,803	35,285
Nonoperating revenues, net	<u>(30,478)</u>	<u>(39,618)</u>
Net income (loss) before transfers	5,325	(4,333)
Transfers from (to) other university units, net	4,141	18,375
Increase (decrease) in net position	9,466	14,042
Beginning net position	5,005	(9,037)
Ending net position	<u>\$ 14,471</u>	<u>\$ 5,005</u>
Condensed Statement of Cash Flows		
Net cash provided (used) by:		
Operating activities	\$ 103,485	\$ 85,641
Capital and related financing activities	(103,296)	(87,477)
Investing activities	645	278
Net increase (decrease) in cash	834	(1,558)
Beginning cash and cash equivalents	25,603	27,161
Ending cash and cash equivalents	<u>\$ 26,437</u>	<u>\$ 25,603</u>

**The Ohio State University
Required Supplementary Information on GASB 68 Pension Liabilities (Unaudited)
Year Ended June 30, 2019**

The schedule of the university's proportionate shares of STRS-Ohio and OPERS net pension liabilities are presented below:

<i>(dollars in thousands)</i>	2019		2018		2017		2016		2015	
	STRS-Ohio	OPERS	STRS-Ohio	OPERS	STRS-Ohio	OPERS	STRS-Ohio	OPERS	STRS-Ohio	OPERS
University's proportion of the net pension liability	4.6%	9.9%	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	\$ 1,019,690	\$ 2,695,368	\$ 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	\$ 434,106	\$ 1,521,447	\$ 412,140	\$ 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	235%	177%	262%	106%	385%	159%	319%	126%	281%	89%
Plan fiduciary net position as a percentage of the total pension liability	77.3%	74.9%	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>	2019		2018		2017		2016		2015	
	STRS-Ohio	OPERS	STRS-Ohio	OPERS	STRS-Ohio	OPERS	STRS-Ohio	OPERS	STRS-Ohio	OPERS
Contractually required contribution	\$ 77,781	\$ 220,062	\$ 74,356	\$ 201,072	\$ 70,373	\$ 188,762	\$ 66,975	\$ 178,293	\$ 65,738	\$ 170,979
Contributions in relation to the contractually required contribution	\$ 77,781	\$ 220,062	\$ 74,356	\$ 201,072	\$ 70,373	\$ 188,762	\$ 66,975	\$ 178,293	\$ 65,738	\$ 170,979
Contribution deficiency (excess)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
University's covered payroll	\$ 452,084	\$ 1,525,502	\$ 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	17.2%	14.4%	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, 2019**

The schedule of the university's proportionate shares of STRS-Ohio and OPERS net OPEB liabilities are presented below:

<i>(dollars in thousands)</i>	2019		2018	
	STRS-Ohio	OPERS	STRS-Ohio	OPERS
University's proportion of the net OPEB liability	4.6%	10.1%	4.6%	9.7%
University's proportionate share of the net OPEB liability	\$ (74,520)	\$ 1,321,019	\$ 177,556	\$ 1,055,239
University's covered payroll	\$ 434,106	\$ 1,521,447	\$ 412,149	\$ 1,381,054
University's proportionate share of the net OPEB liability as a percentage of its covered payroll	-17%	87%	43%	76%
Plan fiduciary net position as a percentage of the total OPEB liability	176.0%	46.3%	47.1%	54.1%

The Ohio State University
Supplementary Information on the Long-Term Investment Pool (Unaudited)
Year Ended June 30, 2019

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 2019, the fair 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 \$45 million, to \$5.26 billion at June 30, 2019. The Long-Term Investment Pool activity for 2019 is summarized below:

Long-Term Investment Pool Activity (in thousands)

	Gifted Endowments		Quasi-Endowments		Total
	University	Foundation	Operating	Designated	
Balance at June 30, 2018	\$ 1,104,236	\$ 958,750	\$ 1,208,769	\$ 1,939,679	\$ 5,211,434
Net Principal Additions (Withdrawals)	3,367	43,443	121,770	54,768	223,348
Change in Fair Value	1,218	1,533	2,781	1,530	7,062
Income Earned	22,239	19,705	25,237	39,454	106,635
Distributions	(46,093)	(40,747)	(52,062)	(81,114)	(220,016)
Expenses	(14,959)	(13,255)	(16,961)	(26,529)	(71,704)
Balance at June 30, 2019	\$ 1,070,008	\$ 969,429	\$ 1,289,534	\$ 1,927,788	\$ 5,256,759

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, 2019. **Income earned** includes interest and dividends and is used primarily to fund **distributions**. **Expenses** include investment management expenses (\$52 million), University Development related expenses (\$19 million) and other investment related expenses (\$1 million).

Investment Returns and Expenses:

The investment return for the Long-Term Investment Pool was 1.2% for fiscal year 2019. The annualized investment returns for the three-year and five-year periods were 7.7% and 4.6%, 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 \$52 million of investment management expenses, which reduced the pool by 1.0% in fiscal

year 2019, the \$19 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).

11/1/2019 Draft



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

We have audited, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States, the financial statements of the primary institution and of the aggregate discretely presented component units of The Ohio State University (the "University"), a component unit of the State of Ohio, which comprise of the statements of net position as of June 30, 2019, and the related statements of revenues, expenses, and 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 22, 2019.

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 22, 2019

11/1/2019 Draft

Acknowledgements

The 2019 Financial Report and the included financial statements are prepared by the staff of the Office of the Controller.

Natalie H. Darner

Lisa A. Plaga

Allison M. Dodson

Patricia M. Privette

Andrea Filbeck

Wei Qu

Thomas F. Ewing

Dawn M. Romie

Rachel R. Ford

Julie L. Saunders

Robert L. Hupp, II

Kathryn M. Seay

Gary L. Leimbach

Jeffrey A. Smith

John C. Lister

Timothy A. Thibodeau

Ben J. Moore

Mary J. Wehner

Michael Papadakis – Senior Vice President and Chief Financial Officer

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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Abigail S. Wexner, Vice Chair, New Albany (2023)

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James D. Klingbeil – Charter Trustee, San Francisco, CA (2021)

Janice M. Bonsu – Student Member, Pickerington (2020)

Anand Shah – Student Member, Centerville (2021)

Jessica A. Eveland, Thornville – Secretary

Appendix XXII

The Ohio State University
Board of Trustees

November 21, 2019

THE OHIO STATE UNIVERSITY BOARD OF TRUSTEES FINANCE COMMITTEE

November 21, 2019

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 13 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 tickets sales assist in funding \$28 million in scholarships provided to our 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 providing discounts for public and faculty & staff season ticket purchasers. These pricing strategies have been successful in regards to matching pricing to market and in positive feedback received from fans regarding the variable pricing for games. The Athletic Council and University administrators recommend continuation of these pricing guidelines. Historical pricing for the previous three seasons are included in the attached appendix. Additionally, a golf course membership dues and daily green fees increase is necessary to meet increased costs and remain financially stable for FY2021.

RECOMMENDATION:

For Football tickets:

- Assign the individual game and season ticket pricing for the 2020 football season as indicated in the attached table.

For Golf Course Membership Dues and Green Fees:

- For the 2020 calendar year (FY2021), increase the Alumni, Faculty/Staff and Affiliate membership dues by 8%, increase the OSU Student membership dues by 2.7%, and assign daily green fees as indicated in the attached table.

CONSIDERATIONS:

Football Tickets:

- Variable ticket pricing is widely in use by various athletic programs across the country, provides 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 games, with regular review of the structure and pricing methodologies.

- 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.
- Season ticket pricing will remain the same as for the 2019 season, which represents an average annual increase of \$2.34 since the 2017 season.
- The student ticket price of \$34 per game remains unchanged since the 2013 season.

Football Ticket Pricing – 2020 Season (FY2021)				
Opponent	Reserved	Box/Club	Faculty / Staff	Student
Bowling Green	\$ 70	\$ 95		
Buffalo	\$ 63	\$ 88		
Rutgers	\$ 80	\$ 105		
Iowa	\$ 150	\$ 175		
Nebraska	\$ 150	\$ 175		
Indiana	\$ 90	\$ 115		
Michigan	\$ 220	\$ 245		
Season Ticket	\$ 702	\$ 851	\$ 659	\$ 238

Golf Course Membership Dues and Green Fees:

- The membership dues increase would be allocated to the capital reserve account for deferred maintenance and future projects, and daily fees are allocated as operating revenue.
- In a market comparison of daily green fees, membership dues and initiation fees, the current rates are lower or comparable to local courses for the quality and amenities provided.

Golf Course Membership Dues/Green Fees – 2020 Calendar Year (FY2021)					
Category / Affiliation	Annual Membership	Green Fees		Green Fees	
		Scarlet	Twilight	Gray	Twilight
Student	\$ 750	\$ 35	\$ 30	\$ 25	\$ 20
Faculty / Staff	\$ 2,791	\$ 65	\$ 35	\$ 40	\$ 25
With Spouse	\$ 4,535				
Full Family	\$ 5,406				
Alumni / Buckeye Club	\$ 3,487	\$ 80	\$ 40	\$ 50	\$ 30
With Spouse	\$ 5,231				
Full Family	\$ 6,102				
Young Professional (21-26yo)	\$ 2,266	\$ 80	\$ 40	\$ 50	\$ 30
With Spouse	\$ 4,011				
Young Professional (27-32yo)	\$ 2,616	\$ 80	\$ 40	\$ 50	\$ 30
With Spouse	\$ 4,360				

REQUESTED OF FINANCE COMMITTEE:

Approval

Appendix - Football Ticket Pricing History

2019 Football

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
<i>Season Ticket Δ from 2018</i>	<i>+\$63</i>	<i>+\$62</i>	<i>+\$58</i>	<i>\$0</i>
<i>Average Single Ticket Price</i>	<i>\$117.43</i>			

2018 Football

Opponent	Reserved	Box/Club	Faculty/Staff	Student
Oregon State	\$99	\$124		
Rutgers	\$80	\$105		
Tulane	\$67	\$92		
Indiana	\$90	\$115		
Minnesota	\$96	\$121		
Nebraska	\$120	\$145		
Michigan	\$197	\$222		
Season Ticket	\$639	\$789	\$601	\$238
<i>Season Ticket Δ from 2017</i>	<i>-\$56</i>	<i>-\$56</i>	<i>-\$51</i>	<i>\$0</i>
<i>Average Single Ticket Price</i>	<i>\$107.00</i>			

2017 Football

Opponent	Reserved	Box/Club	Faculty/Staff	Student
Oklahoma	\$190	\$215		
Army	\$70	\$95		
UNLV	\$65	\$90		
Maryland	\$80	\$105		
Penn State	\$140	\$165		
Michigan State	\$190	\$215		
Illinois	\$80	\$105		
Season Ticket	\$695	\$845	\$652	\$238
<i>Season Ticket Δ from 2016</i>	<i>+\$81</i>	<i>+\$82</i>	<i>+\$76</i>	<i>\$0</i>
<i>Average Single Ticket Price</i>	<i>\$116.43</i>			

Appendix XXIII



THE OHIO STATE UNIVERSITY

Board of Trustees

210 Bricker Hall
190 North Oval Mall
Columbus, OH 43210-1358

November 21, 2019

614-292-6359 Phone
614-292-5903 Fax

Chancellor Randy Gardner
Ohio Department of Higher Education
25 South Front Street
Columbus, OH 43215

osu.edu

Chancellor Gardner,

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 2019 report demonstrates Ohio State's significant progress in these areas. The university has dedicated more than \$150 million in new need-based aid for low- and moderate-income Ohioans since 2015, funded through efficiency savings and new resource generation. More than 42,000 Buckeyes have benefitted from these affordability initiatives. Ohio State has already invested \$800 million in proceeds from the Comprehensive Energy Management partnership to support student aid and other academic priorities and is on track to generate more than \$200 million in efficiency savings through fiscal 2020. Highlights of our work 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. More than 4,000 students have already benefitted across all Ohio State campuses from this program, which is funded with an endowment created from Comprehensive Energy Management proceeds. (go.osu.edu/bop)
- **Digital Flagship:** Ohio State's comprehensive digital learning initiative is providing more than 24,000 incoming first- and second-year students with an iPad learning-technology suite as part of the university's Digital Flagship 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 third 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 eliminated 278-course fees, piloted a digital textbook program that will reduce student costs by 75 percent to 80 percent, waived additional tuition costs for eligible students who take



THE OHIO STATE UNIVERSITY

heavy loads and broadened 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)

- **Resource stewardship:** In a continued effort to control costs and provide unprecedented aid to students, the university prioritized strategic procurement to reduce costs. Since fiscal 2013, the university has produced \$324 million in cumulative savings while negotiating 960 university contracts.

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

Gary R. Heminger
Chairman of the Board of Trustees



Department of
Higher Education

Mike DeWine, Governor
Randy Gardner, Chancellor



Affordability & Efficiency

Section I: Operational Efficiency

Affordability and efficiency in higher education are high among the DeWine-Husted administration's policy priorities. DHE continues to encourage institutions to consider the Ohio Task Force on Affordability and Efficiency's October 2015 report "Action Steps to Reduce College Costs" (Task Force) linked here: www.ohiohighered.org/sites/ohiohighered.org/files/uploads/affordability-efficiency/Action-Steps-to-Reduce-College-Costs_100115.pdf. Although this year's template does not require each IHE to report on every recommendation of the Task Force, we are requesting that IHE's provide the most recent information available on selected items.

As presented in Recommendation 3B of the Task Force, IHE's have access to multiple joint purchasing agreements in the following categories:

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

Contract Type	Did your IHE participate in joint contracts in FY19? [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 mandated employee utilization of this contract. This is a step required in the IUC Purchasing Group's three-phase action plan to develop an opportunity for joint purchasing.

The Ohio State University

November 21, 2019, Board of Trustees meeting

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

Additionally, since fiscal 2012, Ohio State's strategic procurement program has produced cumulative savings of \$388 million by utilizing the university's buying power to drive both savings and quality enhancements. In fiscal 2019 alone, the university saved \$64.0 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.

Per recommendation 4C of the Task Force, IHE's should evaluate opportunities for affinity relationships and sponsorships that can support students, faculty, and staff. Institutions 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 below with the implementation status of your institution.

Did your institution initiate any new partnerships or sponsorships in FY19? If yes, please complete the below table for those new relationships.

Partnerships/Sponsorships	Description	Revenue Generated
Furniture Contract	10-year preferred vendor agreement. Includes purchasing incentive and a Trademark & Licensing agreement providing limited marketing and branding opportunities.	Licensing revenue generated
Dell Computers	ESports sponsorship support	\$33,500 in donated computers to support the program startup.
Zippy Shell Storage	Sponsorship of Student Life and Office of International Affairs	\$12,000
Energy Management P3 (2018)	The partnership is implementing a new digital energy control platform for the comprehensive management	\$271,800 (FY2019)

	<p>of buildings and utility plants. This platform has enabled the university to participate in regional Demand Response and Capacity Performance programs with the regional transmission operator.</p>	
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If the IHE realized efficiencies gained in FY19 from already existing relationships, please identify, specifically including revenue generated. *Include in the table above or add a similar table.*

Employee health benefits continue to be a major cost driver for all IHE's. The Task Force recommendations addressed this issue in 5D, recommending that a statewide working group identify opportunities to collaborate on health-care costs. At this point, we are especially interested in learning about best practices that could be applicable around the state. Please provide the following information if your institution has generated any significant savings or health benefits improvements in FY 19

<p>What initiatives or plan changes did the IHE implement in FY19 to manage or reduce healthcare costs?</p> <p>➤ The university achieved \$11.4 million in healthcare savings in calendar 2018.</p>
<p>Has the institution achieved any expected annual cost savings through healthcare efficiencies in FY19? Please explain how cost savings were estimated.</p> <p>Strategies that were implemented to realize these efficiencies included:</p> <ul style="list-style-type: none"> ➤ Enhanced utilization management efforts, resulting in \$5 million in savings. This was achieved through various methods, including: <ul style="list-style-type: none"> ○ Increasing the number of medical cases that were reviewed by the OSU Health Plan Medical Director to an all-time high of 19.9%. This provided the opportunity to reduce expensive inpatient stay lengths and redirect to an appropriate lower-cost setting, where possible. ○ Shifting more specialty medication reviews to internal pharmacy/clinical expertise to evaluate treatment options and base authorizations on those with the greatest opportunity for efficacy based on the individual's needs. ○ Implementing bundled pricing for total joint replacement procedures for hips and knees with capped pricing and shared savings opportunities based on meeting defined quality outcome measures. ➤ Improved contract pricing with our pharmacy benefit manager, as well as conducting ongoing audits of their claims adjudication and pricing, resulting in a total of \$2.4 million in savings. ➤ Holding OSU provider contract fees flat for facilities for all of 2018 and for physicians for eight months of 2018, resulting in \$4 million in savings.

The Ohio State University

November 21, 2019, Board of Trustees meeting

Energy Efficiencies seek to refine sustainable methods utilized by the institution 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. Again, we are especially interested in learning about best practices that could be applicable around the state. Please provide the following information if your institution has undertaken any significant energy savings projects in FY19.

FY19 Projects/Initiatives	Efficiencies Gained, including Monetary Impact
<p>ENGIE Digital Energy Management Platform - a new master control platform for the comprehensive management of buildings and utility plants. This platform is enabling the university to increase its participation in regional <i>Demand Response</i> and <i>Capacity Performance</i> programs with the regional transmission operator.</p>	<p>\$271,800 in new ancillary revenues (FY2019)</p>
<p>Indoor and Outdoor Lighting retrofits – converting incandescent, fluorescent, and HID lamps to LED. These projects began in FY2018 and will continue through FY2020. To date, more than 100,000 lamps have been replaced</p>	<p>Total campus energy efficiency (measured as the amount of energy used per square foot of building space) improved by approximately 1.8% in FY2019. Most of that efficiency can be attributed to energy savings resulting from the earliest installations of the LEDs. The FY2019 energy costs savings attributable to the lighting retrofit is approximately \$862,000</p>

Has the institution gained efficiencies in FY19 from previously implemented projects/strategies? If yes, please discuss cumulative efficiencies gained.

The Task Force charged DHE with developing a common measurement of administrative productivity. However, the Task Force also acknowledged that each institution should have the latitude to develop its own standards of the proper level of productivity for its campus units. DHE will provide specific financial data for each institution as part of this year’s reporting process. The Efficiency Advisory Committee will need to continue to evaluate this data and determine how best to utilize it taking into account the significant diversity of IHE’s and their missions throughout Ohio.

Specific institutional measures to be evaluated include:

- Average Expenditure per Student
- Total Revenue per Student
- Facility Cost per Student
- Square Feet per Student

The Ohio State University

November 21, 2019, Board of Trustees meeting

Regional Compacts

Ohio Revised Code Section 3345.59 requires regional compacts of Ohio's public institutions, with an executed agreement in place by June 30, 2018 for institutions 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.

Please discuss efficiencies gained or opportunities for future partnerships as a result of each of the categories within the compact.

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.	N/A
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.	N/A
Sharing resources to align educational pathways and to increase access within the region	In Aug. 2019, Ohio State re-affirmed its 2011 agreement with Columbus State Community College to support the Preferred Pathway Program. The initiative was designed to expand access to higher education and make it easier for Columbus State students to earn a bachelor's degree by providing a guaranteed path for transferring.	N/A
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	N/A
Collaboration and pathways with information technology centers, adult basic and literacy education programs and school districts	N/A	N/A

The Ohio State University

November 21, 2019, Board of Trustees meeting

Enhancing the sharing of resources between institutions to expand capacity and capability for research and development	N/A	N/A
Identifying and implementing the best use of university regional campuses	In May 2019, Ohio State’s board of trustees approved a new bachelor of science in engineering technology with a concentration in engineering, which will be offered on the university’s Lima, Mansfield and Marion campuses in autumn 2020 and is tentatively scheduled to begin on the Newark campus in 2023. Also, 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

Textbook Affordability

Textbook Cost Study

Ohio Revised Code Section 3333.951(D) requires Ohio’s public colleges and universities to annually conduct a study to determine the current cost of textbooks for students enrolled in the institution and submit the study to the Chancellor. Please attach the analysis of textbook costs developed by your institution labeled “[Institution Name – Academic Year – Textbook Cost Study]” Please summarize the results of your institution’s study below.

Category	Amount
Average cost for textbooks that are new	\$103.36
Average cost for textbooks that are used	\$78.36
Average cost for rental textbooks	\$67.78 for new rentals; \$41.16 for used rentals (Note: Averages are for textbooks that are available for rent through the university’s bookstore.)

Average cost for eBook	\$70.14 to buy; \$46.52 to rent (Averages are for eBooks that are available through the university's bookstore.)
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Note: Ohio State utilized a methodology developed last year 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)

Ohio State refined its methodology for 2018 to better capture a typical range of course materials in these majors, including potential electives. As a result, these data are not comparable to the previous report. The average prices listed are based on university bookstore pricing and do not include open educational materials, other course materials that are offered at no charge to students or through the CarmenBooks inclusive access program.

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 referenced below that ensure students have access to affordable textbooks.

1. Does your institution offer inclusive access purchasing of college textbooks? If yes, what percentage of courses participate?
 - Yes. Ohio State takes advantage of the Engage eReader and publisher inclusive access contract made available through our membership in the Unizin consortium. We have branded this program as CarmenBooks, which offers digital copies of selected textbooks for a fraction of the cost of a new, physical copy. With CarmenBooks, students typically save 80% off the retail price of publisher textbooks, and 40% off the cost of access to publisher online homework systems. Students access the Engage eReader and digital course materials through the Learning Management System (CarmenCanvas). Students retain access to digital course materials throughout their enrollment at Ohio State.
 - In academic year 2018-2019, CarmenBooks was used in 21 courses by 2,212 students with a total of \$288,000 in savings (calculated as list price vs. inclusive access price). This represents 0.2% of total courses offered at Ohio State. As this was the pilot year for the CarmenBooks program, future numbers will show an increase in CarmenBooks usage.

2. Does your institution offer open educational resources (OER) in lieu of purchased materials? If yes, what percentage of courses participate? How many non-duplicative students benefit currently from OER?

- Yes. Ohio State has a grant program that supports faculty transitioning from conventional textbooks to OER resources. Through Autumn 2019, the Affordable Learning Exchange has funded projects in 70 courses on all campuses. ALX is a partnership between units concerned with teaching and learning at Ohio State, and pairs excellence with affordability through grants, research, and faculty outreach.

ALX projects have contributed to affordability at Ohio State by:

- Impacting hundreds of faculty across all OSU campuses with grant and learning opportunities
- Saving students nearly \$5 million by the end of academic year 2018-19
- Switching to OERs in 0.7% of courses at Ohio State, benefitting 17,950 non-duplicative students
- Contributing to a local and global discussion of OER and student affordability
- Establishing a strong Affordable Learning brand that reaches beyond Ohio State
- Enabling research on student engagement and outcomes with OERs and other affordable learning tools

3. Is your institution a member of an organization that works to develop high-quality, low-cost materials including OER? If yes, what organization? Please describe.

- In June 2017, Ohio State in partnership with North Central State College and Ohio Dominican universities, and 15 other community colleges received an Ohio Department of Higher Education Innovation Grant in the amount of \$1.3 million. The grant was awarded to support the development of open educational resources (OER) and other materials in an effort to reduce the cost of textbooks for students. The culmination of that work is the development of open course materials for 21 of our shared high-enrollment courses.

Faculty teams representing Ohio's 2-year and 4-year colleges and universities, both public and private, put guides together to present alternatives to commercial textbooks for Ohio students. Full course guides using OER materials are available for many of Ohio's high enrollment courses. They can be adopted in full or in part to meet the needs of course instructors. The courses have been divided into modules that meet the objectives of the Ohio Department of Higher Education's Transfer Assurance Guides (TAGs) and Ohio Transfer Module (OTM) guidelines.

Ohio State is also a founding member of the Open Textbook Network, a national organization that curates high-quality open textbooks and offers faculty and librarian professional development programs to encourage use of OERs.

Ohio State is also a member of the Unizin consortium. This membership facilitates the use of the Engage eReader, a cornerstone of our inclusive access program, among other benefits related to student cost reduction.

4. What other practices does your institution utilize to improve college textbook affordability?

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- We offer faculty professional development opportunities around OERs and textbook affordability through both our Professional Learning program and the University Institute for Teaching and Learning.

Please provide any relevant information in the table below.

Initiative	Explanation of Initiative	Cost Savings to Students
CarmenBooks	Inclusive Access pilot	\$288,000
Affordable Learning Exchange	Supports faculty in developing no- or low-cost materials	\$910,000

Textbook Selection Policy

Ohio Revised Code Section 3345.025 requires the board of trustees of each state IHE to adopt a textbook selection policy for faculty to use when choosing and assigning textbooks and other instructional materials. The policy shall include faculty responsibilities and actions faculty may take in selecting and assigning textbooks and other instructional materials. Examples of topics addressed within such a policy include textbook adoption deadlines, faculty ethics rules on personal use/resale of publisher-provided free textbooks, disclosure of personal interest/royalties and textbook ownership of faculty-use books.

1. Has your institution's board of trustees adopted a textbook selection policy consistent with Ohio Revised Code 3345.025? The [Policies and Procedures Handbook](#) (item 1.8) details expectations for the use of self-authored materials. In addition, the University Senate approved a [resolution in March 2017](#) encouraging faculty to submit timely textbook orders.
2. Has your institution adopted a faculty textbook auto-adoption policy that assigns the previous semester's version of a textbook when a faculty member does not actively select a new edition by the federally-required date of class registration? No.

Please attach the policy in full length and label the file as "[Institution Name – Academic Year – Textbook Selection Policy]."

Time to Degree

Reducing time to degree is one of the most effective ways to reduce student costs. The Task Force offered several recommendations for assisting students in reducing time to degree, including developing an educational campaign to increase student awareness on the importance of maintaining an adequate course load, providing incentives for students to attend full-time and graduate on time. Institutions have also been encouraged to review academic programs to assure the number of hours necessary to earn a degree align with recommended standards.

Standardize Credits

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Recommendation 7C of the Task Force was for institutions to 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.

Please provide a spreadsheet list of every degree program at your institution that requires more than 65 credit hours to complete and associate degree and/or 126 credit hours to complete a bachelor's degree, list the number of credit hours required in a separate column and label the file "[Institution Name – Academic Year – Time to Degree Standardization]" Please complete the table below.

Percent of Programs that require more than the recommended minimum credit hours to earn a degree	Percent of FTE in programs that require more than the recommended minimum credit hours to earn a degree
14%*	10%*
Average number of credit hours earned by students awarded an associate degree in FY 19	Average number of credit hours earned by students awarded a baccalaureate degree in FY 19
84	145

***Note:** The vast majority of Ohio State's undergraduate programs require either the university's minimum of 121 semester hours or require the amount needed for accreditation. The provided data shows all programs that require more than 126 semester hours — including programs where these requirements are tied to accreditation.

Alternative Delivery Methods

Online and competency-based education are both growing dramatically as delivery platforms for higher education across the United States. Recommendation 7G of the Task Force was for institutions to 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.

1. Does your institution offer competency-based education? If yes, please provide a list of enrollment, degrees and course offerings.
 - Given Ohio State's student body, our analysis has been that competency-based education is not the best focus for enhancements. Instead, we are continually focused on refining our curriculum based on the high standards of our incoming students. However, the university is engaging with outside experts to better understand CBE opportunities and explore what role CBE may play in the future at Ohio State.
2. Has your institution seen a difference in completion rates relative to traditional modes of education? N/A
3. Have students experienced cost savings? How is the fiscal impact quantified? N/A

Flexible delivery methods, such as distance learning, provide an opportunity to improve access by providing students with additional opportunities to complete their education. In fact, enrollment in such programs has increased dramatically in recent years.

1. Does your institution offer distance-based or online education? If yes, please provide a list of enrollment, degrees and course offerings.
 - Yes. Ohio State offers online courses to all eligible students, as well as a portfolio of online programs through Ohio State Online. During AY18-19, Ohio State had 54,080 enrollments across 9,021 online offerings, of which 3,652 enrollments were from online programs. Currently, Ohio State has 38 online programs, 28 of which are enrolling in Autumn 2019.
2. Has your institution seen a difference in completion rates relative to traditional modes of education?
 - For graduates of programs offered as both on-ground and online, during 2018-19, Ohio State had 358 on-ground graduate students, taking an average of 5.7 terms (2.4 years) to complete their credential. During the same timeframe, Ohio State had 183 online graduate programs students, taking an average 5.4 terms (2.0 years). At the undergraduate level, there were 404 on-ground graduates, taking an average 4.5 terms (2.5 years) while the 150 undergraduate online programs students took 3.9 terms (2.0 years).
3. Have your students experienced cost savings? How is the fiscal impact quantified?
 - Ohio State Online students do not pay room and board or other expenses associated with on-campus experiences (e.g., parking, COTA). Further, all Ohio State Online students pay the in-state tuition rate. Also, open education resources are leveraged as much as possible across online programs. All students who enroll in an online program pay a \$100 term fee (plus \$5 for out-of-state students) that supports online exam security tools. Every online program provides a total cost-to-degree estimate at: <https://online.osu.edu/tuition-and-fees>. Finally, with a net decrease for time-to-degree for online programs students, students are enrolled for fewer terms, which further reduces the total cost.

Course and Program Evaluation

Recommendation 8 of the Task Force was for institutions to evaluate courses and programs for enrollment and consideration of continuation. Per O.R.C 3345.35, the colleges and universities need to address this recommendation every five years. The next applicable date is FY22.

Is your institution currently undertaking, or within the past year undertook, a review of course and degree enrollment for consideration of possible changes such as continuation or termination? If yes, please explain and list specific courses and degrees.

What steps, if any, did your IHE take in FY19 to share courses/programs with partnering institutions? N/A
If you implemented course/program sharing, please discuss efficiencies gained, including cumulative efficiencies to date.

Co-located Campuses

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Ohio Revised Code Section 3333.951 requires Ohio's co-located colleges and 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. (Reference also recommendation 9 from the Task Force.)

Ohio State Campus: Lima Co-Located Campus: Rhodes State College (Lima) Estimated Total Cost Savings From Shared Services: Approximately \$1.4 million; no substantive changed from previous year		
Type of Shared Service or Best Practice (IE: Administrative, Academic, etc.)	Please include an explanation of this shared service.	Monetary Impact from Shared Service
Physical Facilities Operations (includes physical facilities leadership; grounds keeping; building maintenance and environment services; campus custodial; and scheduling of campus facilities)	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 grounds keeping 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.	Estimated savings to university: \$904,600
Academic Support Services (includes libraries)	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.	Estimated savings to university: \$168,300
Campus Security and Public Safety (includes public safety administration; traffic management; and police and emergency responses)	Not reported in FY18	
Student Life and Campus Events (includes student engagement; recreation and intramural sports and athletics)	Cost sharing for the personnel and operation expenses are done on a campus full time equivalent (FTE) method of calculation.	Estimated savings to university: \$177,300
Administrative Services (includes Office of Advancement and shared marketing agency)	Not reported in FY18	
Auxiliary Services (includes childcare center, cafeteria and vending services; shared copying and printing services; and campus bookstore / gift shop)	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. 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 full time equivalent (FTE) method of calculation. Cost sharing of telephone services	Estimated savings to university: \$155,800

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	is done by direct cost by extension and on a cost-share reconciliation method each quarter for expenses.	
Approach and Process to Sharing Services with 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: Mansfield

Co-located Campus: North Central State College

Estimated Total Cost Savings From Shared Services: Approximately \$1.44 million; no substantive changes from previous year

Type of Shared Service or Best Practice (IE: Administrative, Academic, etc.)	Please include an explanation of this shared service.	Monetary Impact from Shared Service
Physical Facilities Operations (includes physical facilities leadership; grounds keeping; building maintenance and environment services; campus custodial; and scheduling of campus 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 (includes libraries)	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 (includes public safety administration; traffic management; and police and emergency responses)	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 (includes student engagement; recreation and intramural sports and athletics)	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 (includes Office of Advancement and shared marketing agency)	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 own personnel. Cost	Estimated savings to university: \$92,200

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	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 specific institution.	
Auxiliary Services (includes childcare center, cafeteria and vending services; shared copying and printing services; and campus bookstore / gift shop)	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 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: Marion
Co-Located Campus: Marion Technical College
Estimated Total Cost Savings From Shared Services: Approximately \$1.28 million

Type of Shared Service or Best Practice (IE: Administrative, Academic, etc.)	Please include an explanation of this shared service.	Monetary Impact from Shared Service
Physical Facilities Operations (includes physical facilities leadership; grounds keeping; building maintenance and environment services; campus custodial; and scheduling of campus facilities)	Cost sharing for these services is done using a formula that combines each institution’s on-campus assignable square footage (ASF) and faculty/staff/student full time equivalent (FTE).	Estimated savings to the university of \$980,000
Academic Support Services (includes libraries)	Cost sharing for library services is done using a formula that combines each institution’s on-campus assignable square footage (ASF) and faculty/staff/student full time equivalent (FTE). Some testing, mental health,	Estimated savings to the university of \$113,500

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	and disabilities services are shared between the institutions on an exchange basis	
Campus Security and Public Safety (includes public safety administration; traffic management; and police and emergency responses)	Cost sharing for these services is done using a formula that combines each institution's on-campus assignable square footage (ASF) and faculty/staff/student full time equivalent (FTE).	Estimated savings to the university of \$65,000
Student Life and Campus Events (includes student engagement; recreation and intramural sports and athletics)	Cost sharing for these services is done using a formula that assigns 75% of the cost to Ohio State Marion and 25% of the cost to Marion Technical College in recognition of comparative use by each institution's students.	Estimated savings to the university of \$8,000
Administrative Services (includes Office of Advancement and shared marketing agency)	Not shared	
Auxiliary Services (includes childcare center, cafeteria and vending services; shared copying and printing services; and campus bookstore / gift shop)	Cost sharing for these services is done using a formula that combines each institution's on-campus assignable square footage (ASF) and faculty/staff/student full time equivalent (FTE).	Estimated savings to the university of \$98,000
Technology Services	Cost sharing for these services is done using a formula that combines each institution's on-campus assignable square footage (ASF) and faculty/staff/student full time equivalent (FTE).	Estimated savings to the university of \$17,000
Approach and Process to Sharing Services with Co-located Campus	In accordance with state policy and by mutual accord, the University and Marion Technical College 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 Marion Technical College have formal collaboration agreements and partner wherever possible with the goal of heightening academic quality, operational transparency, and economic efficiency. Resources from both institutions are combined for some infrastructure and building renovation projects.	

Ohio State Campus: Newark

Co-Located Campus: Central Ohio Technical College

Estimated Total Cost Savings From Shared Services: approximately \$1.28 million; no substantive change from previous year.

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Type of Shared Service or Best Practice (IE: Administrative, Academic, etc.)	Please include an explanation of this shared service.	Monetary Impact from Shared Service
Public Service (includes conference services)	Cost sharing for conference services is shared on a 50/50 basis.	Estimated savings to university: \$1,470
Physical Facilities Operations (includes physical facilities leadership; grounds keeping; building maintenance and environment services; campus custodial; and scheduling of campus facilities) Campus Security and Public Safety (includes public safety administration; traffic management; and police and emergency responses)	Cost sharing for all of these services is done on a full time equivalent (FTE) method of calculation.	Estimated savings to university: \$655,067
Academic Support Services (includes libraries)	Cost sharing for both these services is done on a full time equivalent (FTE) method of calculation.	Estimated savings to university: \$134,400
Student Life and Campus Events (includes student engagement; recreation and intramural sports and athletics)	Cost sharing for these services is done on a headcount method of calculation.	Estimated savings to university: \$72,799
Administrative Services (includes Office of Advancement and shared marketing agency)	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
Auxiliary Services (includes childcare center, cafeteria and vending services; shared copying and printing services; and campus bookstore / gift shop)	No changes	
Approach and Process to Sharing Services with 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

Financial Advising

Recommendation 10A of the Task Force was for institutions to provide financial literacy as a standard part of students' education. In addition, the Ohio Attorney General's Student Loan Debt Advisory Group report of June 2017 made a similar recommendation as well as other proposals on how to improve processing of student accounts and debts. The report can be found at:

www.ohioattorneygeneral.gov/Files/Publications-Files/Publications-for-Schools/Ohio-Attorney-General-s-Student-Loan-Debt-Collecti.aspx

1. Has your institution considered the Ohio Attorney General's Student Loan Debt Advisory Group report recommendation on financial literacy? If so, please describe your institution's implementation.

Yes. Ohio State follows best practices that are responsive to the advisory group recommendations, including in the following areas:

- a) Institutions should encourage student financial responsibility.
 - Ohio State students must sign a financial responsibility statement each semester.
 - b) Ohio colleges and universities should adopt best practices for student financial literacy.
 - Ohio State has a dedicated collection staff that advises and counsels students about their loan repayment options and available options to stay out of default. Customer Service staff and Collection staff advise students of their options with institutional debt.
 - The university publishes its debt collection policy, which includes the role of the Attorney General's Office. Student loans differ depending on the type of loan and the loan fund (donor). The terms of the loan and collection consequences are outlined in the promissory note the student signs.
 - c) Institutions should obtain express prior consent from students to contact them by any available communication method, specifically artificial recorded voice technology systems.
 - As part of Ohio State's financial responsibility statement, the student agrees that we can contact them by various methods including, but not limited to, cell phone (call & text) and email.
2. Does your institution provide a standard course for incoming students that includes financial literacy education?
 - The institution offers an optional Scarlet & Gray Financial Coaching program to students and all students can access iGrad online financial literacy modules. <https://swc.osu.edu/services/financial-education/financial-coaching/>
<https://osu.igrad.com/>
 3. Does the course explain the institution's debt collection practices, fees, notifications and referral process to the AG? N/A

4. Does the institution have a process to inform students that they do not have to accept the entire student loan amount for which they are eligible? Yes.

Financial Aid

Ohio IHEs should strive to meet guidance issued by the U.S. Department of Education (USDE) on April 15, 2019: (<https://ifap.ed.gov/eannouncements/041519RecWhatPostInstShouldWork2Avoid.html>).

The guidance calls for not describing loans as “awards”, including the total cost of attendance in letters, breaking costs down into clear components, avoiding comingling grants, scholarships, loans and work-study together, and always including a net cost calculation in financial aid letters. The State of Ohio also wishes to ensure that financial aid dollars it provides are supplementing financial aid for students, not supplanting dollars that would otherwise be given to a similar or identical student.

1. What strategies does your institutions use to coordinate multiple forms of financial aid (institutional or otherwise) for students that are certain or likely to receive state-sponsored financial aid in the form of OCOG, Choose Ohio First, Ohio National Guard Scholarships, War Orphans Scholarships, etc. or other state aid?
 - Ohio State’s financial aid packaging strategy incorporates state aid in the process of determining aid as either estimated or actual awards whenever possible. This allows for a total package that addresses federal, state and institutional aid as accurately as possible and attempts to maximize all aid eligibility in an effort to meet our institutional goals to improve affordability and reduce indebtedness.
2. Which of the April 15, 2019 recommendations made by the USDE regarding financial aid letters has your institution implemented? If you have chosen not to implement a particular recommendation, please explain why.
 - There have been multiple updates to the financial aid letters over the last few years. Ohio State’s notifications satisfy the USDE requirements in the following manner:
 - Includes the cost of attendance broken down by component.
 - Grants, scholarships, loans and work study are grouped and identified separately. Including indicating what needs to be repaid and what is earned through work.
 - Sources of aid are clearly titled.
 - Parent PLUS loans are not listed as offer in the initial financial aid notification.
 - Net costs are calculated and provided in the letter.
 - Next steps are included in the initial notification.
 - Also, Ohio State’s financial aid notifications that will be sent for 2020-2021 will:
 - Provide additional information on next steps within the financial aid notification.
 - The financial aid notification will not be referred to as an award letter.

Certification Practices

Ohio Revised Code 131.02 requires state IHE's to certify their outstanding debt to the Ohio Attorney General's office (AGO) for collection either 45 days after the amount is due or within 10 days after the start of the next academic session, whichever is later. However, Ohio's institutions certify their outstanding debt pursuant to varying policies and practices. To ensure that all Ohio students are treated fairly and uniformly, the recommendation #7 of the Student Loan Debt Advisory Group report is that state institutions adopt uniform certification practices that emphasize transparency for both debtors and the AGO. The advisory group recommended that the Ohio Bursars Association, in partnership with the Ohio Association of Community Colleges and the Inter-University Council, facilitate this effort.

Specifically, institutions were asked to develop uniform practices for collecting debt with attention to the type, content, and frequency of notices issued to students; and the fees and other collection costs applied to student debts.

1. Has your institution reviewed its certification practices per the 2017 AG Student Loan Debt Advisory Group report? If yes, explain.
 - Yes, we determined our practices that were already in place met the recommendations.
2. When your institution certifies debt to the Attorney General, are late fees or other penalties that your institution charged to the student included before certification, thereby leading to collection fees applied to prior collection fees?
 - When debt is certified, collection fees are separated from principal thus providing the OAG with the original principal amount and the amount of collection fees. The OAG can then apply collection fees to principal only and avoid collection fees applied to prior collection fees.
3. Does your institution provide student debtors with opportunities for settlement of debt before certification to the AG? If not, has your institution explored options with the AG to allow settlement?
 - Yes, we provide settlement opportunities prior to certification and we have also granted the OAG settlement authority within agreed upon guidelines.

Section IV: Students Benefit

When institutions save money, they ideally invest a portion of those savings into student benefits, such as reduced fees, increased institutional aid, quality improvements, etc.

For fiscal year 2019 only, please explain what, if anything, your institution is doing that is a new benefit for your students. Answers may be financial benefits or intangibles such as efforts to improve career counseling, undergraduate teaching, research, etc. If you have targeted financial aid for tuition, fees, room and board, books, technology or other expenses, please explain the focus of cost reduction.

If you have seen a significant savings from an initiative in the past fiscal year, please describe that here.

Chart #1:

Category	Initiative	FY19 (Actual)
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Cost savings/avoidance to the college/university in FY19 ONLY	3A: Campus contracts	\$64 million
	4B: Operations review – efficiency savings	\$53.8 million
	5E: Data centers	\$1.4 million
	Subtotal of Institutional Efficiency Savings	\$119.2 million
New resource generation for the college/university in FY19 ONLY	4A: Asset review	\$43.6 million (includes annual distributions from energy, Coke, and Nike endowments, as well as one-time payments)
	4C: Affinity partnerships and sponsorships	
	Subtotal of New Resource Generation	\$43.6 million
Cost savings/avoidance to students in FY19 ONLY	4B: Operations review (President’s Affordability Grants)	\$25 million
	4B: Operations review (Land Grant Opportunity Scholarships)	\$553,500
	6B: Textbook affordability	\$1.2 million
	6C: Digital Flagship	\$12.3 million
	7B: Completion grants	\$120,900
	7E: Summer programs	\$9.2 million
	7B: Tuition Waiver for 18+ credit hours	\$325,000
	Subtotal of Student Savings	\$48.7 million

Additional Practices

Some IHE’s may implement practices that make college more affordable and efficient, but which have not been the topic of a specific question in this reporting template. This section invites your institution to share any positive practices you have implemented that benefit student affordability and/or institutional efficiency.

Please share any additional best practices your institution is implementing or has implemented.

- Ohio State continued its focus on operational excellence and resource stewardship, generating \$53.8 million in administrative savings in FY19 through efficiency initiatives. These savings are re-deployed to student financial aid programs (specifically the Buckeye Opportunity Grants) and the Digital Flagship program, which provides incoming students with an iPad digital learning suite.
- The university extended its pouring-rights agreement with Coca-Cola for another 15 years. With a total projected value of \$84.7 million, the contact provides funds to support student initiatives and strategic priorities, including scholarships, student discovery projects, educational initiatives and internships.

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- Ohio State continued the Ohio State Tuition Guarantee, 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 an 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 2019 (FY20) is the third under the Tuition Guarantee model.
- Completion grants were awarded to 140 students for 2018-2019. These grants go to those who are very near to graduation and in jeopardy of being dropped for non-payment. Each completion grant averaged \$864, an 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.
- The university has also approved a new tuition waiver, which started 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. In Spring 2019, 459 students used the waivers at a savings of more than \$325,000.

Section V: Future Goals

This year's template does not require updates on every recommendation of the Task Force. Nonetheless, it is important that each institution continue to track its progress on achieving its Five-year goals that have been identified in prior years' submissions. An updated copy of the five-year goal template is attached. Please provide the data to complete the template, including information already provided in Section IV. In addition, if you have any updates or changes that need to be made to your five-year goals submitted in 2016, please update.

See attached MasterRecommendation2.

The DeWine-Husted administration recognizes that each institution of higher education in Ohio faces unique challenges and opportunities with respect to the institution's highest priority goals over the next several years. With that in mind, please provide any suggestions about possible roles the state could play in supporting your institutional goals.

1. Please provide your thoughts and suggestions regarding ways that the State of Ohio can further support strength, resiliency and reputational excellence in Ohio's post-secondary education system.
 - Asking for authority to sell real estate via an act of the Board of Trustees (similar to how community colleges can currently) or via the state Controlling Board rather than needing a law change

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- Allowing institutions to set differential tuition rates for space, facility, and faculty needs

- 2. What legislative obstacles or policy roadblocks, if any, inhibit efficiencies and affordability practices at the IHE's?
 - Explicitly provide that BOTs can purchase, sell, lease, or grant easements in perpetuity without needing a law change
 - Allow CEO/CFOs to sign financial statements (GASB 14)
 - Allow, in certain circumstances, BOTs to meet by videoconference

Thank you for completing the FY19 Efficiency Reporting Template. We appreciate the important role Ohio's colleges and universities play in supporting Ohio students, economic growth, world-class research and the overall success for our state.

DRAFT

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 plan are incremental to other cost-savings and resource-generation activities.

The following chart aligns specifically with the 2020 plan.

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 2019 (Actual)	FY 2020 (Estimate)	FY 2021 (Estimate)	Subtotal	Budget Narrative/Explanation of Efficiency Savings \$ (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	\$ 200,000	\$ 200,000	TBD	\$ 3,440,000	Since FY12, Ohio State's strategic procurement program has produced cumulative savings of \$388 million by utilizing the university's buying power to drive both savings and quality enhancements. In FY19, the university saved \$64.0 million through strategic procurement compared with contracted rates in fiscal 2012, with savings remaining within units.	
	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.	\$ 22,358,000	\$ 30,000,000	\$ 32,895,231	\$ 30,000,000	\$ 54,479,129	\$ 48,461,000	\$ 53,800,000	\$ 42,000,000	TBD	\$ 253,993,360		
	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	\$ 54,000,000	\$ 42,200,000		\$ 257,433,360		
Category	Recommendation	Component	Description	FY16	FY 2017	FY 2017 (Actual)	FY 2018	FY 2018 (Actual)	FY 2019	FY 2019 (Actual)	FY 2020	FY 2021	Subtotal	Budget Narrative/Explanation of New Resource Generation \$\$ (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	\$ 34,842,506	\$ 35,594,117	TBD	\$ 1,167,024,341	Annual endowment distributions, philanthropy and other payments from energy partnership, Nike extension, and Coke pouring-rights contract, along with sale of non-essential real estate.	
	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	\$ 1,031,009	\$ 8,328,600	\$ 8,738,570	\$ 5,559,160	TBD	\$ 45,896,183		
Subtotal New Resource Generation				\$ 31,560,000	\$ -	\$ 1,007,444	\$ 1,090,000,000	\$ 1,097,618,727	\$ 43,851,600	\$ 43,581,076	\$ 39,153,277		\$ 1,212,926,524		
TOTAL OF COMBINED INSTITUTIONAL OPPORTUNITIES FOR ENHANCED STUDENT AFFORDABILITY				\$ 56,958,000	\$ 30,000,000	\$ 33,902,675	\$ 1,120,000,000	\$ 1,152,097,856	\$ 92,311,600	\$ 97,581,076	\$ 81,353,277		\$ 1,476,353,884		

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 \$150 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 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 your 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 FY16 efficiency total has been revised to reflect the total to date toward the 2020 Vision goal of \$200 million in savings.

Appendix XXIV

Project Data Sheet for Board of Trustees Approval

WMC Loading Dock Expansion and Renovation

OSU-200238 (CNI#19000137)

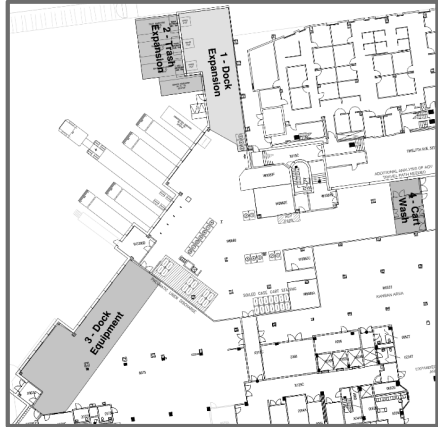
Project Location: Doan Hall

- **approval requested and amount**
professional services (through DD) \$0.5M

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

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

- **project schedule**
BoT professional services approval 11/19
design/bidding
construction
facility opening



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

- **planning framework**
 - this project is included in the FY 2020 Capital Investment Plan and is based on a study of dock operations completed in March 2018
 - final project scope and budget will be validated during design

- **project scope**
 - the project will renovate and expand the clean and soiled staging area, add additional soiled dock doors, upgrade the pneumatic trash and linen system
 - the expanded dock will support the continued growth of the Medical Center

- **approval requested**
 - approval is requested to enter into professional services contracts through Design Development

-
- **project team**
University project manager: Robin Faires
AE/design architect: TBD
CM at Risk: TBD

Project Data Sheet for Board of Trustees Approval

Controlled Environment Food Production Research Complex

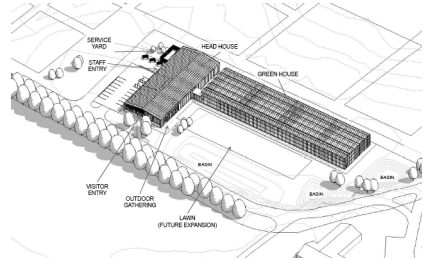
OSU-160919 (CNI# 16000011, 17000008, 17000152 & 19000142)

Project Location: Waterman Laboratory

- **approval requested and amount**

professional services	\$1.4M
construction w/contingency	\$30.8M
- **project budget**

professional services	\$4.2M
construction w/contingency	\$30.8M
total project budget	\$35.0M



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

BoT professional services approval	06/17
design/bidding	10/17 – 03/20
BoT construction approval	11/19
construction	03/20 – 01/22
facility opening	03/22

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

- **planning framework**
 - a study was completed in 2016 to identify site and program requirements
 - program and estimate reconciliation completed July 2019
 - this project is included in the FY17 - FY20 Capital Investment Plans

- **project scope**
 - the project will construct a new horticulture greenhouse complex facility that will address urban and traditional food research production
 - the project will be constructed at Waterman Agriculture and Natural Resources Laboratory and will include research, teaching and outreach in a new controlled horticulture environment

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

<ul style="list-style-type: none"> • project team University project manager: AE/design architect: CM at Risk: 	Brandon Shoop Erdy McHenry Architecture LLC Corna/Kokosing Construction Co.
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Project Data Sheet for Board of Trustees Approval

Lincoln Tower Office Renovations

OSU-190192 (CNI# 18000154, 19000137)

Project Location: Lincoln Tower

- **approval requested and amount**

increase professional services and construction

	Orig	Incr	Total
prof services	\$0.6M	\$0.2M	\$0.8M
construction	\$4.4M	\$1.8M	\$6.2M

- **project budget**

professional services			\$0.8M
construction w/contingency			\$6.2M
total project budget			\$7.0M

- **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 – 10/19	
construction	11/19 – 06/20	
facility opening		06/20

- **project delivery method**

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

- **planning framework**

- this project is included in the FY 2019 and FY 2020 Capital Investment Plans

- **project scope**

- the project will renovate the 11th, 12th and 13th floors for Hematology and Medical Oncology faculty and staff currently located in Starling Loving
- the project increase is a result of adding a floor to the scope
- overall scope includes a redesign of the space and installation of modular workspaces
- the proposed layout allows for faculty and staff growth consistent with the Wexner Medical Center strategic plan

- **approval requested**

- approval is requested to increase professional services and construction contracts

- **project team**

University project manager:	Lance Timmons
AE/design architect:	Shyft Collective Design
General contract:	

Project Data Sheet for Board of Trustees Approval

Wexner Medical Center Inpatient Hospital

OSU-180391 (CNI# 17000099)

Project Location: 10th Avenue / Cannon Drive

- **approval requested and amount**

professional services	\$21.4M
construction (enablers)	\$7.8M
- **project budget**

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

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

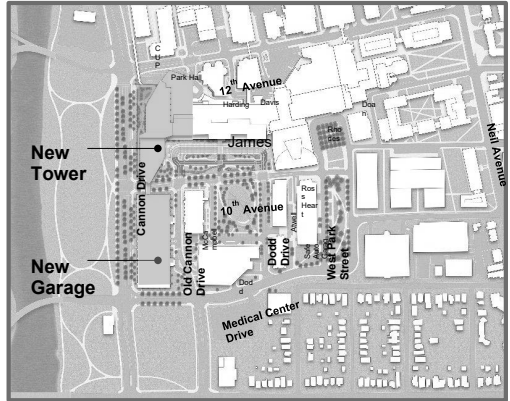
BoT professional services approval	2/18
design/bidding	
construction	
facility opening	

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

- **planning framework**
 - the project was included in the FY 2018 Capital Investment Plan for professional services; the FY 2020 Capital Investment Plan will be amended to include additional design and enabling construction work

- **project scope**
 - this project will design and construct new inpatient hospital tower with up to 840 private-room beds, replacing and expanding on the 440 beds in Rhodes Hall and Doan Hall
 - state-of-the-art diagnostic, treatment and inpatient service areas including emergency department, imaging, operating rooms, critical care and medical/surgical beds
 - leading-edge digital technologies to advance patient care and teaching
 - early enabling work includes investigative surveys and construction planning and coordination

- **approval requested**
 - approval is requested to increase professional services contracts through the Construction Document phase and increase construction contracts for enabling work
 - approval is requested to amend the Capital Investment Plan



- **project team**

University project manager:	Kristin Poldemann
AE/design architect:	Henningson Durham & Richardson
CM at Risk:	Walsh-Turner (joint venture)

Project Data Sheet for Board of Trustees Approval

WMC West Campus Ambulatory Facilities

OSU-180390 (CNI# 13000189, 18000175, 18000156)

Project Location: Kenny Road and Carmack Road

- **approval requested and amount**
 professional services (garage/site CDs) \$2.5M
 construction w/contingency (garage) \$17.7M

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

 total project budget TBD

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

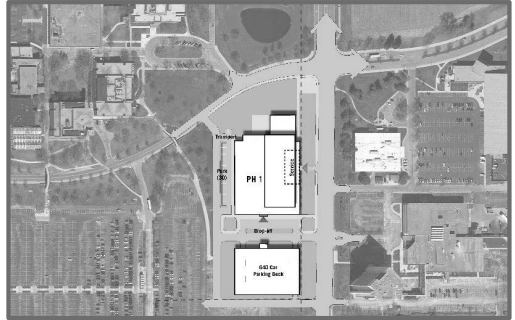
- **project schedule**
 BoT professional services approval 11/18
 BoT construction approval – garage 11/19
 design/bidding 12/18 – 5/20
 construction 5/20 – 12/22
 facility opening – garage 2022
 facility opening – ambulatory 2022
 facility opening – proton 2023

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

- **planning framework**
 - consistent with the university and Wexner Medical Center strategic plans
 - the project is included in the FY 2019 and FY 2020 Capital Investment Plans

- **project scope**
 - the project will construct a cancer-focused ambulatory facility including a surgical center, proton therapy, and medical office space of approximately 400,000 sf
 - the proton therapy facility will focus on cutting edge cancer treatments
 - facilities 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
 - the project will also include a 640-space parking garage

- **approval requested**
 - approval is requested to increase professional services for early site work and to complete the design of the garage and to increase construction contracts for the construction of the garage and early abatement



- **project team**
 University project manager: Mitch Dollery
 AE/design architect: Perkins & Will
 CM at Risk: BoldtLinbeck (joint venture)

Appendix XXV

APPROVAL FOR ACQUISITION OF REAL PROPERTY 1619 HIGHLAND STREET COLUMBUS, FRANKLIN COUNTY, OHIO BACKGROUND

Background

The Ohio State University seeks to acquire from 1619 Highland, LLC, approximately 0.14 acres of improved real property to support the future development of the site contemplated in Framework 2.0. The improvements include a two-story multi-family apartment building comprised of approximately 4,155 square feet (collectively, the "Property"), and is the last parcel needed to assemble an entire block.

Location and Description

The Property is located at 1619 Highland Street. The apartment building is comprised of eight one-bedroom units, all occupied by residential tenants. The site is zoned as a C4 commercial property.

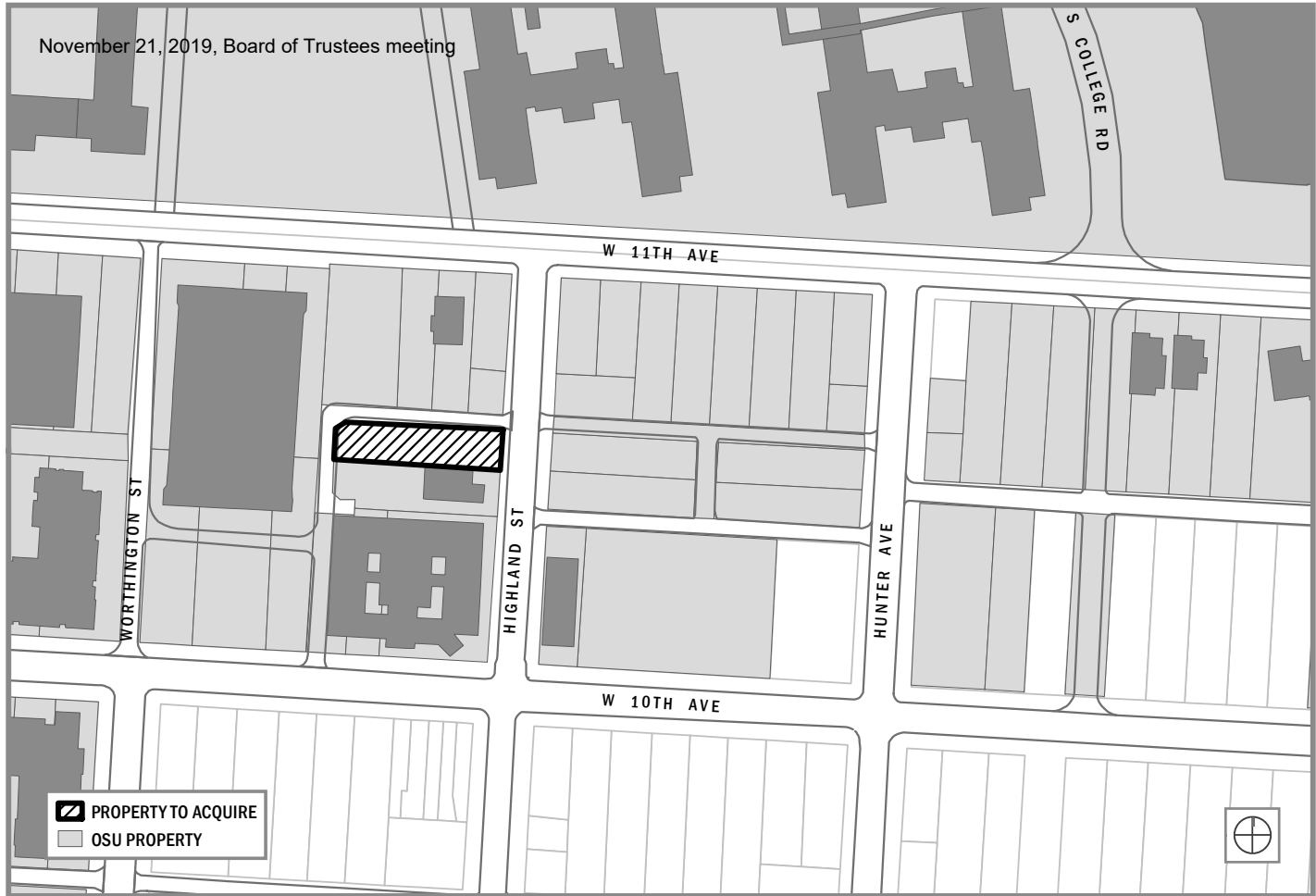
Property History

The property is titled to 1619 Highland, LLC and will be acquired in the name of the state of Ohio for the use and benefit of The Ohio State University. Acquisition will require approval of the State Controlling Board.

Acquisition of Property

Planning, Architecture and Real Estate (PARE) recommends that the 0.14± acres of improved real property be acquired for a purchase price of \$950,000 and under other terms and conditions to be negotiated in the best interest of the university. The source of funding for the acquisition is PARE's land purchase reserve fund. PARE will operate the property with the goal of replenishing the land purchase reserve prior to redevelopment.

November 21, 2019, Board of Trustees meeting



PROPERTY TO ACQUIRE
 OSU PROPERTY

Appendix XXVI

APPROVAL FOR ACQUISITION OF REAL PROPERTY 915 OLENTANGY RIVER ROAD COLUMBUS, FRANKLIN COUNTY, OHIO BOARD BACKGROUND

Background

The Ohio State University's Wexner Medical Center (WMC) seeks to acquire approximately 7.489 acres of improved real property located at 915 Olentangy River Road (Property) from Gowdy Partners II, LLC (Owner). The Property is improved with a five-story, 137,529± square foot medical office building (MOB) with adjacent parking, which WMC operates as its OSU Eye and Ear Institute (Institute). The Property is highly visible and well located and is home to a variety of healthcare services critical to WMC to meet the objectives of its ambulatory care strategic plan and its mission to improve health in Ohio and across the world through innovation in research, education and patient care.

WMC currently occupies the entire Property pursuant to a long-term lease the OSU Board of Trustees approved at its September 19, 2008 meeting through Resolution No. 2009-33 (Lease). The Lease provides the university with an option to purchase the Property. The university exercised the option to purchase the Property on December 20, 2018.

The obligation of the university to purchase the Property after exercising the option is subject to and conditioned upon (a) approval of its Board of Trustees and the State of Ohio Controlling Board and (b) the university's receipt and acceptance to two appraisals supporting the purchase price for the Property. Satisfaction of these conditions must occur by December 31, 2019.

Location and Description

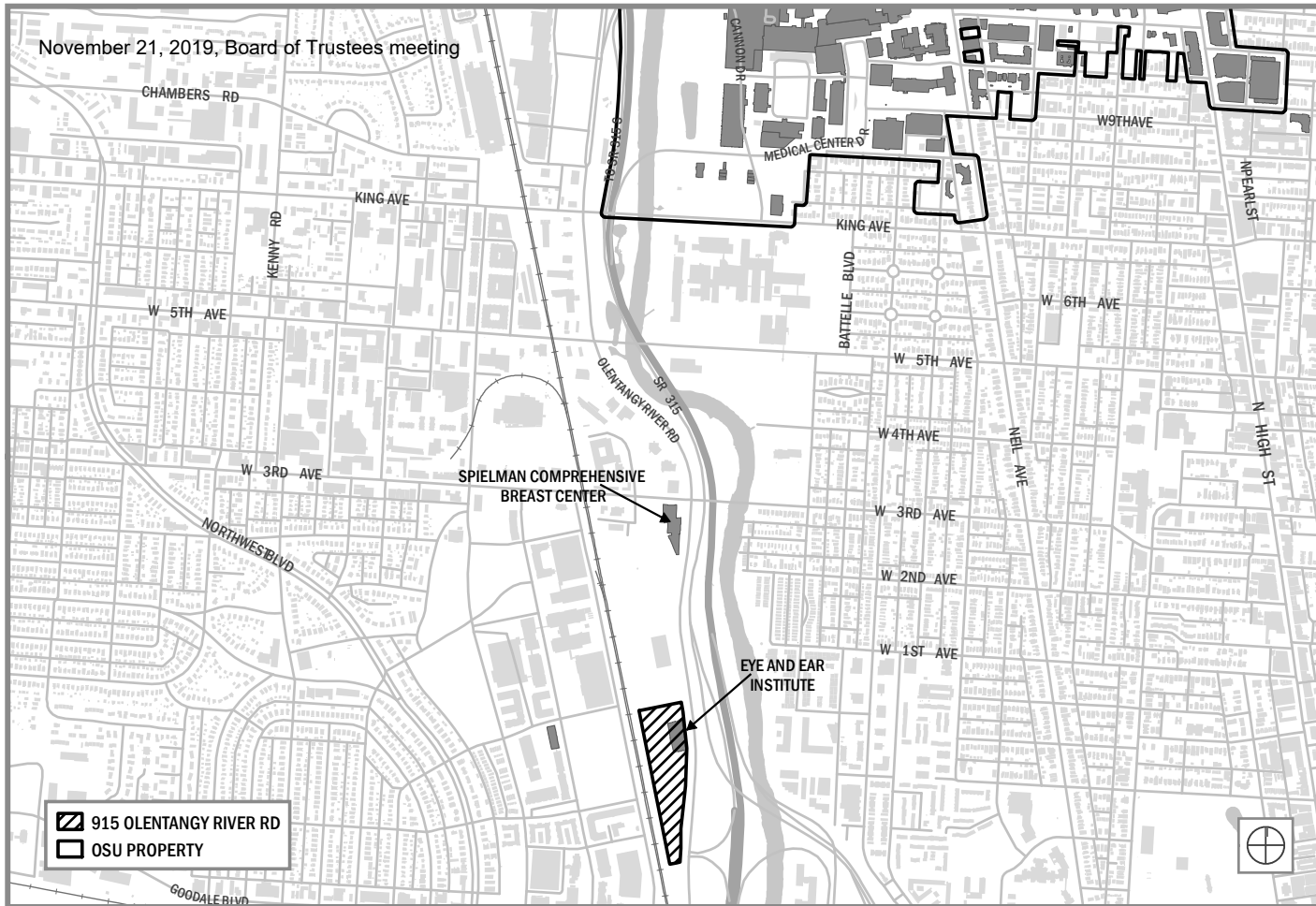
The parcel to be acquired, identified as county parcel 010-280575, is zoned CPD (Commercial Planned Development) and is part of a larger tract of land, commonly known as Gowdy Field. The Property is located at the southwest portion of the Gowdy Field land parcel that parallels State Route 315 and is located 1.6 miles from The Ohio State University (OSU) Columbus campus. The Institute includes multi-specialty medical groups, an ambulatory out-patient surgery center.

OSU Stefanie Spielman Comprehensive Breast Center, a four-story, 114,900 square foot, medical office building, which is fully leased by OSU, is also located at Gowdy Field.

Purchase of Property

WMC recommends that the university purchase the Property for \$43,000,000 on terms and conditions set forth in the purchase option and that are in the best interest of the university. The Wexner Medical Center will provide the source of funding for the acquisition.

November 21, 2019, Board of Trustees meeting



▨ 915 OLENTANGY RIVER RD
▭ OSU PROPERTY

PURCHASE OF 7.849 ACRES OF REAL PROPERTY
915 OLENTANGY RIVER ROAD
PARCEL 010-280575
COLUMBUS, FRANKLIN COUNTY, OHIO 43212

Appendix XXVII

	<u>Amount Establishing Endowment*</u>	<u>Total Commitment</u>
<u>Establishment of Named Endowed Fund (University)</u>		
Dr. Robert H. Knabe Scholarship Fund Established as a quasi-endowment November 21, 2019, with a fund transfer by the College of Dentistry of an unrestricted gift from the estate of Edna Alice Knabe to honor her deceased husband, Robert H. Knabe (DDS 1960); used to provides one or more scholarships to students who are enrolled in the College of Dentistry.	\$860,000.00	\$860,000.00
Burghes Endowment Fund Established as a quasi-endowment November 21, 2019, with a fund transfer by the Department of Biological Chemistry and Pharmacology; used at the discretion of the chair of the department.	\$500,000.00	\$500,000.00
Dorothy A. Feldkamp Student Assistance Fund for the College of Optometry Established as a quasi-endowment November 21, 2019, with a fund transfer by the College of Optometry of an estate gift from Dorothy A. Feldkamp; used to provide a rotating fund for student assistance. It was the donor's hope and request that the college use the fund in the form of a loan fund so that the recipients repay what they receive to make funds available to others on a continuing basis.	\$425,790.00	\$425,790.00
Mechanical Engineering Fund Established as a quasi-endowment November 21, 2019, with a fund transfer by the College of Engineering of a gift from the Paul Recknagel Trust; used to support mechanical engineering in the Department of Mechanical and Aerospace Engineering.	\$125,020.00	\$125,020.00
Associate Professor in History Research Award Fund Established as a quasi-endowment November 21, 2019, with a fund transfer of royalties by the College of Arts and Sciences; used to support an annual award to an associate professor in the college, Department of History. The award is intended to be used to advance a research project that will prepare an associate professor for promotion to the rank of full professor.	\$105,261.37	\$105,261.37
<u>Change in Description and Name of Named Endowed Fund (University)</u>		
From: The R. Reid and Grace H. Vance Logan Elm Press Education Fund To: The R. Reid and Grace H. Vance Printmaking Education Fund		
<u>Change in Description of Named Endowed Fund (University)</u>		
Jim Hopper Memorial Undergraduate Research Endowment Fund		
Welding Engineering Alumni Scholarship Fund		
<u>Establishment of Named Endowed Chair (Foundation)</u>		

<p>Corrine Frick Research Chair in Heart Failure and Arrhythmia Established November 21, 2019, with a gift from Bob and Corrine Frick; used to support a research chair position in the specialty of heart failure and arrhythmia in the Davis Hearsh & Lung Research Institute whose research efforts support the work within the Bob and Corrine Frick Center for Heart Failure and Arrhythmia. The position shall be held by a nationally or internationally recognized researcher and physician or PhD faculty member.</p>	<p>\$2,000,000.00</p>	<p>\$2,000,000.00</p>
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Establishment of Named Endowed Professorship (Foundation)

<p>Dr. Melvin L. Morris Endowed Professorship in Inorganic Chemistry Established November 21, 2019, with estate gifts from Dr. Melvin L. Morris (BS 1951, MS 1955, PhD 1958); used for a professorship in inorganic chemistry.</p>	<p>\$2,134,849.68</p>	<p>\$2,134,849.68</p>
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<p>Eric Byron Fix-Monda Endowed Professorship Established November 21, 2019, with gifts from Keith Monda (BS 1968, MA 1971) and Linda Monda; used for a professorship in behavioral finance and economics. It is the donors' preference that the appointee has global perspective and that they will be committed to embracing and encouraging students to seek experiences that prepare them to be citizens of the world.</p>	<p>\$2,000,000.00</p>	<p>\$2,000,000.00</p>
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Establishment of Named Endowed Fund (Foundation)

<p>The Bonnie and Albert Van Fossen Endowment Fund for the Chadwick Arboretum & Learning Gardens Established November 21, 2019, with an estate gift from Dr. Albert W. Van Fossen (BS 1949, MD 1954); used for necessary expenses to enhance the landscape and natural beauty of the university through the Chadwick Arboretum & Learning Gardens. It is the donor's intention to provide for the creation of new gardens or new developments in existing gardens. Expenses may include, but are not limited to, plant materials, hardscape, masonry, sculptures and other artwork, and professional advice and services at the discretion of the director of the arboretum. The annual distribution is not intended to be a substitute for expenses the University would be responsible for in the normal course of business (budgetary support for the Arboretum, landscaping for new building projects, etc.).</p>	<p>\$750,000.00</p>	<p>\$750,000.00</p>
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<p>Rattan Lal Endowment Fund for the Carbon Management and Sequestration Center Established November 21, 2019, with gifts from Dr. Rattan Lal (PhD 1968); reinvested in the endowment principal for three years after the fund is established, at the discretion of the highest ranking official in the College of Food, Agricultural, and Environmental Sciences or his/her designee. Thereafter, used to support the work of the Carbon Management and Sequestration Center, or related activities, limited to programming, research, salaries, and fellowships focused on sustainable management of soil resources for food and climate.</p>	<p>\$539,498.48</p>	<p>\$539,498.48</p>
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November 21, 2019, Board of Trustees meeting

<p>Dr. Michael W. Rohovsky Veterinary Scholarship Fund Established November 21, 2019, with a gift from Dr. Michael W. Rohovsky (DVM 1960, MS 1965, PhD 1967); used to provide one or more scholarships to fourth year students who are pursuing their Doctor of Veterinary Medicine in the College of Veterinary Medicine with preference given to students planning to pursue a Master's or PhD in a veterinary-related field and who have displayed interest in research by participating in the summer research program or other similar programs. It is the donor's desire to provide as significant financial support as possible to one eligible recipient. Any remaining distribution shall be used to provide as significant financial support as possible to additional eligible recipients.</p>	\$497,622.72	\$497,622.72
<p>The O. Lynn Deniston Scholarship Endowment Fund in Animal Science Established November 21, 2019, with an estate gift from Dr. O. Lynn Deniston (BS 1954); provides renewable scholarship support to one or more undergraduate students enrolled in the College of Food, Agricultural, and Environmental Sciences with preference given to students majoring in Animal Science.</p>	\$250,000.00	\$250,000.00
<p>Martha S. Pitzer Center for Women, Children, and Youth Endowment Fund Established November 21, 2019, with gifts from the Pitzer Family Foundation; used to support the Martha S. Pitzer Center for Women, Children, and Youth.</p>	\$100,050.00	\$100,050.00
<p>Greek Programming Board Community Fund Established November 21, 2019, with gifts from the Greek Programming Board; used to support education, leadership, programming, and scholarships for the sorority and fraternity community.</p>	\$100,000.00	\$100,000.00
<p>Russell M. Pitzer Supercomputer Support Fund Established November 21, 2019, with a gift from the Pitzer Family Foundation; used to support the use of equipment and technology at the Ohio Supercomputer Center. Expenditures may include, but are not limited to research, using available hardware and software, and training. If at any time the center ceases to exist, the annual distribution may be used for similar research and learning purposes in the Department of Chemistry and Biochemistry.</p>	\$100,000.00	\$100,000.00
<p>Swanson-Harbage International Scholarship Fund Established November 21, 2019, with gifts from Robin Harbage (MBA, 1979) and Katherin Swanson-Harbage (MA 1980) and University matching gifts as part of the Joseph A. Alutto 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>	\$100,000.00	\$100,000.00
<p>James F. Valentine and Valentine Family Endowment Fund Established November 21, 2019, with a gift from James Frederick Valentine (BS 1984); used to provide one or more renewable scholarship(s) to undergraduate students who are enrolled in the College of Engineering and are studying in the Department of Electrical and Computer Engineering. Candidates must demonstrate financial need and leadership abilities and have experience volunteering in the community. Preference shall be given to candidates who graduated from a high school in Hamilton County, Ohio. It is the donor's desire to provide as significant financial support as possible to one eligible recipient. Any remaining distribution shall be used to provide as significant financial support as possible to additional eligible recipients.</p>	\$100,000.00	\$100,000.00

November 21, 2019, Board of Trustees meeting

<p>Larry Robertson Endowed Fund Established November 21, 2019, with gifts from Dr. Pamela L. Boner (PhD 1997), Dr. Larry W. Robertson and Janet E. Robertson (BS 1984); used to support travel and other related expenses necessary for graduate students in the College of Pharmacy, Division of Medicinal Chemistry and Pharmacognosy to attend professional conferences and student stipends.</p>	\$58,974.44	\$58,974.44
<p>The Steven R. Meadows M.D. Resident Global Mission Fund Established November 21, 2019, with gifts from Julie P. Meadows (MA 1996); used for the cost of travel, equipment, supplies for medical outreach/missions by Ophthalmology medical students, residents and fellows providing medical education and/or care to foreign or United States communities.</p>	\$58,390.00	\$58,390.00
<p>LGBT Leadership Scholarship Fund in Medicine Established November 21, 2019, with gifts from medical alumni of the College of Medicine and friends; used to provide scholarships to medical student(s) enrolled in the college. Candidates must demonstrate academic merit or financial need and leadership qualities. It is the donors' desire that the scholarships be awarded with particular attention to, but not limited to, students who either identify as a member of or have shown a strong positive commitment to the lesbian, gay, bi-sexual and transgender (LGBT) community.</p>	\$58,414.16	\$58,414.16
<p>Edda W. Keyserling Scholarship Fund Established November 21, 2019, with gifts from Edda W. Keyserling (BS 1965); used to provide tuition scholarships for out-of-state students enrolled in the College of Education and Human Ecology who are studying education.</p>	\$54,250.00	\$54,250.00
<p>The Medical Class of 1979 Scholarship Endowed Fund Established November 21, 2019, with gifts from members of the medical class of 1979, friends, family, and colleagues; used to provide one or more scholarships to medical students in the College of Medicine who demonstrate financial need and are in good academic standing.</p>	\$51,070.00	\$51,070.00
<p>James and Sharon Doyle Endowed Scholarship Fund Established November 21, 2019, with gifts from James (BS 1968, MBA 1969) and Sharon (BS 1966) Doyle; divided equally between the Max M. Fisher College of Business, the College of Education and Human Ecology, and the College of Engineering and used to provide need-based tuition support to undergraduate students.</p>	\$50,005.50	\$50,005.50
<p>Joe "Pops" Allen Wrestling Scholarship Fund Established November 21, 2019, with gifts from Douglas Allen and Nanci J. Allen; used to supplement the grant-in-aid costs of an undergraduate student-athlete who is a member of the wrestling team</p>	\$50,000.00	\$100,000.00

November 21, 2019, Board of Trustees meeting

<p>The Todd and Kelly Kranz Leadership Fund in Food, Agricultural, and Environmental Sciences Established November 21, 2019, with gifts from D. Todd Kranz (BS 1983) and Kelly J. Kranz (BS 1983); used to provide a renewable scholarship to an undergraduate student ranked as a junior or senior, or a graduate student who is enrolled in the College of Food, Agricultural, and Environmental Sciences, majoring or minoring in Agricultural Business and/or Animal Sciences and involved in a leadership position in one or more student organizations. First preference shall be given to candidates who are members of the Alpha Gamma Sigma Fraternity.</p>	<p>\$50,000.00</p>	<p>\$50,000.00</p>
<p>Charles and Susan Newirth Innovation Fund in Moving Image Production Established November 21, 2019, with gifts from Charles Newirth (BA 1977) and Susan Newirth; used to provide one or more scholarships to students in Moving Image Production or successor program. Preference shall be given to students who demonstrate financial need. If no students meet the selection criteria, the scholarship will be open to all students who are enrolled in the College of Arts and Sciences. Scholarships may be used for, but are not limited to, experiential learning opportunities including internships, research projects, and scholarly travel.</p>	<p>\$50,000.00</p>	<p>\$50,000.00</p>
<p>Thomas and Frances Scono Endowed Fund Established November 21, 2019, with gifts from Thomas E. Scono (BS 1980) and Frances C. Scono (BS 1980); used to provide renewable scholarships to students enrolled in the Doctor of Pharmacy program (PharmD) who have demonstrated an interest in pursuing retail independent pharmacy or hospital pharmacy.</p>	<p>\$50,000.00</p>	<p>\$50,000.00</p>
<p>The Jonathan S. Sparer, FAIA, Endowment Fund Established November 21, 2019, with gifts from Jonathan "Jon" S. Sparer, FAIA (BS 1977). Jon, who wishes to support the LGBTQ community, is passionate about community service to advance the causes of individuals and diverse groups; used to provide scholarships to students who are enrolled in the Architecture Section of the Austin E. Knowlton School of Architecture who have demonstrated experience in or commitment to working with LGBTQ organizations or to promoting the needs of LGBTQ individuals and participating in one of the school's travel programs. Secondly, those eligible will be selected based upon leadership potential, academic standing and financial need.</p>	<p>\$50,000.00</p>	<p>\$50,000.00</p>

Change in Description of Named Endowed Fund (Foundation)

Adrienne and Sidney Chafetz Endowment Fund

Total \$11,269,196.35

*Amounts establishing endowments as of October 31, 2019.

Dr. Robert H. Knabe Scholarship Fund

The Board of Trustees of The Ohio State University shall establish the Dr. Robert H. Knabe Scholarship Fund, as a quasi-endowment, effective November 21, 2019, with a fund transfer by the College of Dentistry of an unrestricted gift from the estate of Edna Alice Knabe to honor her deceased husband, Robert H. Knabe (DDS 1960).

The annual distribution from this fund provides one or more scholarships to students who are enrolled in the College of Dentistry. 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 Dentistry or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

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

It is the desire of the College of Dentistry 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.

Burghes Endowment Fund

The Board of Trustees of The Ohio State University shall establish the Burghes Endowment Fund, as a quasi-endowment, effective November 21, 2019, with a fund transfer by the Department of Biological Chemistry and Pharmacology.

The annual distribution from this fund shall be used at the discretion of the chair of the Department of Biological Chemistry and Pharmacology. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the College of Medicine.

The highest ranking official in the College of Medicine or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

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

It is the desire of the Department of Biological Chemistry and Pharmacology 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 Medicine 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.

Dorothy A. Feldkamp Student Assistance Fund for the College of Optometry

The Board of Trustees of The Ohio State University shall establish the Dorothy A. Feldkamp Student Assistance Fund for the College of Optometry, as a quasi-endowment, effective November 21, 2019, with a fund transfer by the College of Optometry of an estate gift from Dorothy A. Feldkamp.

The annual distribution from this fund provides a rotating fund for student assistance. It was the donor's hope and request that the College of Optometry use the fund in the form of a loan fund so that the recipients repay what they receive to make funds available to others on a continuing basis. 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 Optometry 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 Optometry that the quasi-endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University may modify the purpose of this fund, in consultation with the college named above. 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 donor. Modifications to endowed funds shall be approved by the University's Board of Trustees, in accordance with the policies of the University.

Mechanical Engineering Fund

The Board of Trustees of The Ohio State University shall establish the Mechanical Engineering Fund, as a quasi-endowment, effective November 21, 2019, with a fund transfer by the College of Engineering of a gift from the Paul Recknagel Trust.

The annual distribution from this fund supports mechanical engineering in the Department of Mechanical and Aerospace Engineering. Expenditures shall be approved in accordance with the 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 College of Engineering 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.

Associate Professor in History Research Award Fund

The Board of Trustees of The Ohio State University shall establish the Associate Professor in History Research Award Fund, as a quasi-endowment, effective November 21, 2019, with a fund transfer of royalties by the College of Arts and Sciences.

The annual distribution from this fund supports an annual award to an associate professor in the College of Arts and Sciences, Department of History. The award is intended to be used to advance a research project that will prepare an associate professor for promotion to the rank of full professor. 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 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 College of Arts and Sciences that the quasi-endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University may modify the purpose of this fund, in consultation with the unit named above. 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 R. Reid and Grace H. Vance Printmaking Education Fund

The R. Reid and Grace H. Vance Logan Elm Press Education Fund was established April 4, 2008, by the Board of Trustees of The Ohio State University with gifts from Grace Vance in memory of her husband. Effective November 21, 2019, the fund name and description shall be revised.

The Logan Elm Press, a joint collaboration between the College of Arts and Sciences and University Libraries, was founded in 1978 with a mission to facilitate teaching and learning experiences around the art of printmaking. The press suspended operations in 2015 and formally closed in 2019. The Department of Art will continue to support scholarly and instructional experiences in printmaking.

The annual distribution from this fund shall be designated to the Department of Art to be used at the discretion of the department's chair or his/her designee for the art of printmaking. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the College of Arts and Sciences.

The highest ranking official in the College of Arts and Sciences or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

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

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

Jim Hopper Memorial Undergraduate Research Endowment Fund

The Board of Trustees of The Ohio State University shall establish the Jim Hopper Memorial Undergraduate Research Endowment Fund, as a quasi-endowment, effective August 30, 2019, with gifts from friends and family, and a fund transfer by the College of Arts and Sciences, Department of Molecular Genetics. Effective November 21, 2019, the fund description shall be revised.

The annual distribution from this fund shall be used to provide student support for undergraduate research within the College of Arts and Sciences, Department of Molecular Genetics. Recipients shall be selected in accordance with the then current guidelines and procedures for student support established by the college, in consultation with Student Financial Aid. Support is renewable as long as the recipients are in good standing with the University and meet the selection criteria.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select student support 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 donors and the College of Arts and Sciences, Department of Molecular Genetics that the quasi-endowment established herein should benefit the University in perpetuity. The University may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University, may modify the purpose of this fund with approval from the Ohio Attorney General. 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 donors. Modifications to endowed funds shall be approved by the University's Board of Trustees, in accordance with the policies of the University.

Welding Engineering Alumni Scholarship Fund

The Welding Engineering Alumni Scholarship Fund was established May 14, 2010 by the Board of Trustees of The Ohio State University with gifts from alumni and friends including gifts made in memory of Professor J. R. Stitt from his daughter Ethel Stitt Ekland of Tacoma, Washington and Jeffrey W. Post (BWE 1966) of San Antonio, Texas. Effective November 21, 2019, the fund description shall be revised.

J. Ray Stitt was a very early instructor in the University's welding engineering program before it became a department. He later went on to prominence as an expert in the flame straightening field.

The annual distribution from this fund provides merit-based scholarships for students who are enrolled in the College of Engineering and majoring in welding engineering. A portion of this financial aid will be awarded in the name of J. R. Stitt. 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 Engineering or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University, may modify the purpose of this fund. The University shall consult the highest ranking official in the College of Engineering or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees, in accordance with the policies of the University.

Corrine Frick Research Chair in Heart Failure and Arrhythmia

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 Corrine Frick Research Chair in Heart Failure and Arrhythmia effective November 21, 2019, with a gift from Bob and Corrine Frick.

The annual distribution from this fund shall be used to support a research chair position in the specialty of heart failure and arrhythmia in the Davis Hearsh & Lung Research Institute whose research efforts support the work within the Bob and Corrine Frick Center for Heart Failure and Arrhythmia. The position shall be held by a nationally or internationally recognized researcher and physician or PhD faculty member. Appointment to the position shall be made by the University's Board of Trustees and is reviewed no less than every four years by the dean of the College of Medicine to determine compliance with the intent of the donors as well as the academic and research standards of the University.

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

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

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

Dr. Melvin L. Morris Endowed Professorship in Inorganic Chemistry

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. Melvin L. Morris Endowed Professorship in Inorganic Chemistry effective November 21, 2019, with estate gifts from Dr. Melvin L. Morris (BS 1951, MS 1955, PhD 1958).

The annual distribution from this fund shall be used for a professorship in inorganic chemistry. The position holder shall be appointed and reviewed in accordance with the current guidelines and procedures for faculty appointment.

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. 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.

Eric Byron Fix-Monda Endowed Professorship

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 Eric Byron Fix-Monda Endowed Professorship effective November 21, 2019, with gifts from Keith Monda (BS 1968, MA 1971) and Linda Monda.

The annual distribution from this fund shall be used for a professorship in behavioral finance and economics. Appointment to the position shall be recommended to the provost by the dean of the Max M. Fisher College of Business and the executive dean of the College of Arts and Sciences and approved by the University's Board of Trustees. The activities of the professorship shall be reviewed no less than every four years to determine compliance with the intent of the donors as well as the academic and research standards of the University. It is the donors' preference that the appointee has global perspective and that they will be committed to embracing and encouraging students to seek experiences that prepare them to be citizens of the world.

The dean of the Max M. Fisher College of Business and the executive dean of the College of Arts and Sciences or 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 dean of the Max M. Fisher College of Business and the executive dean of the College of Arts and Sciences or 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.

The Bonnie and Albert Van Fossen Endowment Fund for the Chadwick Arboretum & Learning Gardens

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 Bonnie and Albert Van Fossen Endowment Fund for the Chadwick Arboretum & Learning Gardens effective November 21, 2019, with an estate gift from Dr. Albert W. Van Fossen (BS 1949, MD 1954).

The annual distribution from this fund shall be used for necessary expenses to enhance the landscape and natural beauty of the University through the Chadwick Arboretum & Learning Gardens. It is the donor's intention to provide for the creation of new gardens or new developments in existing gardens. Expenses may include, but are not limited to, plant materials, hardscape, masonry, sculptures and other artwork, and professional advice and services at the discretion of the director of the arboretum. The annual distribution is not intended to be a substitute for expenses the University would be responsible for in the normal course of business (budgetary support for the Arboretum, landscaping for new building projects, etc.). Expenditures shall be approved in accordance with the then current guidelines and procedures established by the College of Food, Agricultural, and Environmental Sciences.

The highest ranking official in the College of Food, Agricultural, and Environmental Sciences or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Food, Agricultural, and Environmental Sciences or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Rattan Lal Endowment Fund for the Carbon Management and Sequestration Center

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 Rattan Lal Endowment Fund for the Carbon Management and Sequestration Center effective November 21, 2019, with gifts from Dr. Rattan Lal (PhD 1968).

Annual distribution shall be reinvested in the endowment principal for three years after the fund is established, at the discretion of the highest ranking official in the College of Food, Agricultural, and Environmental Sciences or his/her designee. Thereafter, the annual distribution shall support the work of the Carbon Management and Sequestration Center, or related activities, limited to programming, research, salaries, and fellowships focused on sustainable management of soil resources for food and climate. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the college.

If the gifted principal balance of the fund reaches the required minimum at that time to endow a fellowship, professorship or chair position, the fund may be revised at that time, at the discretion of the highest ranking official in the college or his/her designee. If the fund is revised, it shall be named in honor of Dr. Rattan Lal.

The highest ranking official in the College of Food, Agricultural, and Environmental Sciences or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Food, Agricultural, and Environmental Sciences or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Dr. Michael W. Rohovsky Veterinary 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. Michael W. Rohovsky Veterinary Scholarship Fund effective November 21, 2019, with a gift from Dr. Michael W. Rohovsky (DVM 1960, MS 1965, PhD 1967).

The annual distribution from this fund provides one or more scholarships to fourth year students who are pursuing their Doctor of Veterinary Medicine in the College of Veterinary Medicine. Preference will be given to students planning to pursue a Master's or PhD in a veterinary-related field and who have displayed interest in research by participating in the summer research program or other similar programs. It is the donor's desire to provide as significant financial support as possible to one eligible recipient. Any remaining distribution shall be used to provide as significant financial support as possible to additional eligible recipients. If no students meet the selection criteria, the scholarship(s) will be open to all fourth year students enrolled in the college. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the college, in consultation with Student Financial Aid.

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

The highest ranking official in the College of Veterinary Medicine or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Veterinary Medicine or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The O. Lynn Deniston Scholarship Endowment Fund in Animal Science

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 O. Lynn Deniston Scholarship Endowment Fund in Animal Science effective November 21, 2019, with an estate gift from Dr. O. Lynn Deniston (BS 1954).

The annual distribution from this fund provides renewable scholarship support to one or more undergraduate students enrolled in the College of Food, Agricultural, and Environmental Sciences with preference given to students majoring in Animal Science. Recipients will be selected by the chair of the Department of Animal Sciences, or his/her designee and approved 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 Food, Agricultural, and Environmental Sciences or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Food, Agricultural, and Environmental Sciences or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Martha S. Pitzer Center for Women, Children, and Youth 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 Martha S. Pitzer Center for Women, Children, and Youth Endowment Fund effective November 21, 2019, with gifts from the Pitzer Family Foundation.

The annual distribution from this fund supports the Martha S. Pitzer Center for Women, Children, and Youth. Expenditures shall be recommended by the director of the center or his/her designee and approved by the dean of the College of Nursing or his/her designee.

The highest ranking official in the College of Nursing or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Nursing or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Greek Programming Board Community 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 Greek Programming Board Community Fund effective November 21, 2019, with gifts from the Greek Programming Board.

The annual distribution from this fund supports education, leadership, programming, and scholarships for the sorority and fraternity community. Expenditures shall be approved in accordance with the then current guidelines and procedures established by Student Life. 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 Student Life, 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 office of Student Life 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 office of Student Life 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.

Russell M. Pitzer Supercomputer Support Fund

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Russell M. Pitzer Supercomputer Support Fund effective November 21, 2019, with a gift from the Pitzer Family Foundation.

The annual distribution from this fund supports the use of equipment and technology at the Ohio Supercomputer Center. Expenditures may include, but are not limited to research, using available hardware and software, and training. If at any time the center ceases to exist, the annual distribution may be used for similar research and learning purposes in the Department of Chemistry and Biochemistry. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the College of Arts and Sciences.

The highest ranking official in the College of Arts and Sciences or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Arts and Sciences or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Swanson-Harbage 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 Swanson-Harbage International Scholarship Fund effective November 21, 2019, with gifts from Robin Harbage (MBA, 1979) and Katherin Swanson-Harbage (MA 1980) and University matching gifts as part of the Joseph A. Alutto Global Leadership Initiative.

The annual distribution from this fund provides 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. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the college, in consultation with Student Financial Aid.

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

The highest ranking official in the Max M. Fisher College of Business or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the Max M. Fisher College of Business or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

James F. Valentine and Valentine Family 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 James F. Valentine and Valentine Family Endowment Fund effective November 21, 2019, with a gift from James Frederick Valentine (BS 1984).

The annual distribution from this fund provides one or more scholarship(s) to undergraduate students who are enrolled in the College of Engineering and are studying in the Department of Electrical and Computer Engineering. Candidates must demonstrate financial need and leadership abilities and have experience volunteering in the community. Preference shall be given to candidates who graduated from a high school in Hamilton County, Ohio. If no students meet the selection criteria, the scholarship(s) will be open to all students who are enrolled in the college. Scholarship(s) are renewable as long as recipients remain in good academic standing. It is the donor's desire to provide as significant financial support as possible to one eligible recipient. Any remaining distribution shall be used to provide as significant financial support as possible to additional eligible recipients. 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 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.

Larry Robertson Endowed Fund

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Larry Robertson Endowed Fund effective November 21, 2019, with gifts from Dr. Pamela L. Boner (PhD 1997), Dr. Larry W. Robertson and Janet E. Robertson (BS 1984).

The annual distribution from this fund supports travel and other related expenses necessary for graduate students in the College of Pharmacy, Division of Medicinal Chemistry and Pharmacognosy to attend professional conferences and student stipends. Expenditures shall be recommended by the chair of the division and approved by the dean of the college.

The highest ranking official in the College of Pharmacy 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 Pharmacy 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 Steven R. Meadows M.D. Resident Global Mission 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 Steven R. Meadows M.D. Resident Global Mission Fund effective November 21, 2019, with gifts from Julie P. Meadows (MA 1996).

The annual distribution from this fund shall be used for the cost of travel, equipment, supplies for medical outreach/missions by Ophthalmology medical students, residents and fellows providing medical education and/or care to foreign or United States communities. Expenditures shall be recommended by the chair of the Department of Ophthalmology or his/her designee and approved by the dean of the College of Medicine or his/her designee.

The highest ranking official in the College of Medicine or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Medicine or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

LGBT Leadership Scholarship Fund in Medicine

The Board of Trustees of The Ohio State University shall establish the LGBT Leadership Scholarship Fund in Medicine effective November 21, 2019, with gifts from medical alumni of the College of Medicine and friends.

The annual distribution from this fund provides scholarships to medical student(s) enrolled in the College of Medicine. Candidates must demonstrate academic merit or financial need and leadership qualities. It is the donors' desire that the scholarships be awarded with particular attention to, but not limited to, students who either identify as a member of or have shown a strong positive commitment to the lesbian, gay, bi-sexual and transgender (LGBT) community. Scholarship recipients shall be selected by the college's scholarship committee, in consultation with Student Financial Aid and the college's dean or his/her designee.

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

The highest ranking official in the College of Medicine or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Medicine or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Edda W. Keyserling 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 Edda W. Keyserling Scholarship Fund effective November 21, 2019, with gifts from Edda W. Keyserling (BS 1965).

The annual distribution from this fund provides tuition scholarships for out-of-state students enrolled in the College of Education and Human Ecology who are studying education. Recipients will be selected by the college's scholarship committee, in consultation with Student Financial Aid.

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

Per the request of the Donor, the University agrees that the unused distribution from this endowed fund shall be reinvested in the endowment principal.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. 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 Medical Class of 1979 Scholarship Endowed Fund

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish The Medical Class of 1979 Scholarship Endowed Fund effective November 21, 2019, with gifts from members of the medical class of 1979, friends, family, and colleagues.

The annual distribution from this fund provides one or more scholarships to medical students in the College of Medicine who demonstrate financial need and are in good academic standing. Scholarship recipients will be selected by the college's scholarship committee, in consultation with Student Financial Aid and approved by the college's dean.

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 Medicine or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Medicine or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

James and Sharon Doyle Endowed Scholarship Fund

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the James and Sharon Doyle Endowed Scholarship Fund effective November 21, 2019, with gifts from James (BS 1968, MBA 1969) and Sharon (BS 1966) Doyle.

The annual distribution from this fund shall be divided equally between the Max M. Fisher College of Business, the College of Education and Human Ecology, and the College of Engineering and used to provide need-based tuition support to undergraduate students. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the respective colleges, in consultation with Student Financial Aid. Scholarships are renewable as long as the recipients are in good standing with the University and meet the selection criteria.

The 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 unused distribution in the distribution fund shall be reinvested in the endowment principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the respective colleges 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.

Joe “Pops” Allen Wrestling 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 Joe “Pops” Allen Wrestling Scholarship Fund effective November 21, 2019, with gifts from Douglas Allen and Nanci J. Allen.

The annual distribution from this fund supplements the grant-in-aid costs of an undergraduate student-athlete who is a member of the wrestling team. If no students meet the selection criteria, the scholarship(s) will be open to all undergraduate student-athletes. 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 Department of Athletics, in consultation with Student Financial Aid.

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

Unused annual distribution shall be reinvested in the endowment principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should 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 Department of Athletics 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 Todd and Kelly Kranz Leadership Fund in Food, Agricultural, and Environmental Sciences

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish The Todd and Kelly Kranz Leadership Fund in Food, Agricultural, and Environmental Sciences effective November 21, 2019, with gifts from D. Todd Kranz (BS 1983) and Kelly J. Kranz (BS 1983).

The annual distribution from this fund provides a renewable scholarship to an undergraduate student ranked as a junior or senior, or a graduate student who is enrolled in the College of Food, Agricultural, and Environmental Sciences, majoring or minoring in Agricultural Business and/or Animal Sciences and involved in a leadership position in one or more student organizations. First preference shall be given to candidates who are members of the Alpha Gamma Sigma Fraternity. Recipients shall be selected by the college scholarship committee in accordance with current guidelines established by the dean of college or his/her designee, in consultation with Student Financial Aid.

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

The highest ranking official in the College of Food, Agricultural, and Environmental Sciences or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University 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 Food, Agricultural, and Environmental Sciences or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Charles and Susan Newirth Innovation Fund in Moving Image Production

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 Charles and Susan Newirth Innovation Fund in Moving Image Production effective November 21, 2019, with gifts from Charles Newirth (BA 1977) and Susan Newirth.

The annual distribution from this fund provides one or more scholarships to students in Moving Image Production or successor program. Preference shall be given to students who demonstrate financial need. If no students meet the selection criteria, the scholarship will be open to all students who are enrolled in the College of Arts and Sciences. Scholarships may be used for, but are not limited to, experiential learning opportunities including internships, research projects, and scholarly travel. 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 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 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.

Thomas and Frances Scono Endowed Fund

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Thomas and Frances Scono Endowed Fund effective November 21, 2019, with gifts from Thomas E. Scono (BS 1980) and Frances C. Scono (BS 1980).

The annual distribution from this fund provides scholarships to students enrolled in the Doctor of Pharmacy program (PharmD) who have demonstrated an interest in pursuing retail independent pharmacy or hospital pharmacy. If no students meet the selection criteria, the scholarship will be open to all students enrolled in the College of Pharmacy. The amount of the scholarship(s) and number of recipients shall be at the discretion of the highest ranking official in the college. Recipients shall be selected in accordance with the then current guidelines and procedures for scholarship administration established by the college, in consultation with Student Financial Aid. Scholarships are renewable as long as the recipients are in good standing with the University and meet the selection criteria.

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

Unused annual distribution shall be reinvested in the endowment principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should 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 Pharmacy 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 Jonathan S. Sparer, FAIA, 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 Jonathan S. Sparer, FAIA, Endowment Fund effective November 21, 2019, with gifts from Jonathan "Jon" S. Sparer, FAIA (BS 1977). Jon, who wishes to support the LGBTQ community, is passionate about community service to advance the causes of individuals and diverse groups.

After college graduation in 1977, Jon worked in a boutique architectural firm in Beverly Hills, California for four years. 1981-2000, he worked at Marnell Corrao Associates, a design-build firm, in Las Vegas, Nevada. He retired after serving as Vice President of Architecture for ten years. During this time he was part of a small group of architects who re-shaped Las Vegas into an international destination leading the Mirage, Treasure Island and Bellagio projects for Wynn Resorts. Jon also led many other projects including the Borgata in Atlantic City, New Jersey for Boyd Gaming. After a short retirement, Jon and two friends started YWS International, an international architectural firm. Jon retired again in 2012 after serving as a principal designer for casinos across the United States and resorts in China including MGM Macau. He was privileged and has immense pride for his work on two projects in Nevada: Congregation Ner Tamid in Henderson and the Gay & Lesbian Center "The Center" of Southern Nevada in Las Vegas. Jon continues to support The Center, as well as Discovery Children's Museum, Jewish Family Service Agency, and the Animal Foundation. Jon has served in several positions for the American Institute of Architects including President and currently serves as the Nevada Fellow representative in the Western Mountain Region and received the Nevada Silver Medal and Nevada Service Award. Jon, originally from Long Island, New York, currently lives in Las Vegas with his husband and fellow architect John Klai, FAIA. They have an adult daughter, Alison, who lives in Houston, Texas with her family.

The annual distribution from this fund provides one or more scholarships to students who are enrolled in the Architecture Section of the Austin E. Knowlton School of Architecture who have demonstrated experience in or commitment to working with LGBTQ organizations or to promoting the needs of LGBTQ individuals and participating in one of the school's travel programs. Secondly, those eligible will be selected based upon leadership potential, academic standing and financial need.

If no students meet the selection criteria, second preference is to award the scholarship(s) to students enrolled in the Austin E. Knowlton School of Architecture who have demonstrated experience in or commitment to working with LGBTQ organizations or to promoting the needs of LGBTQ individuals. Secondly, those eligible will be selected based upon leadership potential, academic standing and financial need. If no recipients are identified, the scholarship(s) may be open to all students enrolled in the school. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the school, in consultation with Student Financial Aid.

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

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

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 donor named above, if possible, and the highest ranking official in the Austin E. Knowlton School of Architecture or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the

November 21, 2019, Board of Trustees meeting

University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Adrienne and Sidney Chafetz Endowment Fund

The Adrienne and Sidney Chafetz Endowment Fund was established November 8, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from friends, family, and colleagues to support the Logan Elm Press. Effective November 21, 2019, the fund description shall be revised.

The Logan Elm Press, a joint collaboration between the College of Arts and Sciences and University Libraries, was founded in 1978 with a mission to facilitate teaching and learning experiences around the art of printmaking. The press suspended operations in 2015 and formally closed in 2019. The Department of Art will continue to support scholarly and instructional experiences in printmaking.

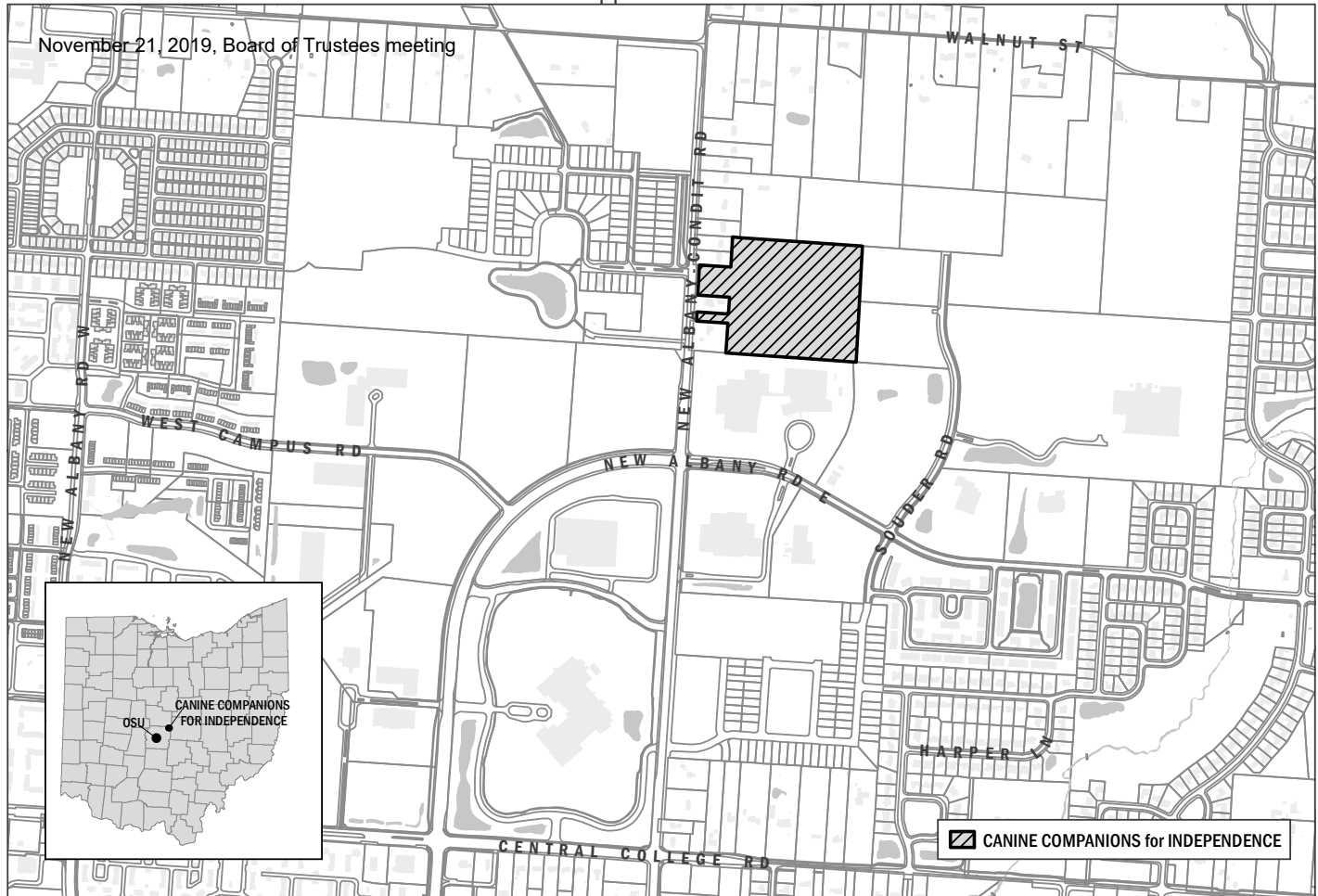
The annual distribution from this fund shall be designated to the Department of Art to be used at the discretion of the department's chair for the creation of artwork by visiting artists in printmaking. Expenditures from this fund will be used for honoraria, per diem and travel expenses, supplies, materials, technical services, equipment, and other expenses related to this printmaking residency. 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. The University and the Foundation reserve the right to modify the purposes of this fund, however, in consultation with the donors named above, or 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 highest ranking official in the College of Arts and Sciences or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

November 21, 2019, Board of Trustees meeting



 CANINE COMPANIONS for INDEPENDENCE

Appendix XXIX

M e m o r a n d u m

To: University Senate

From: Jennifer Higginbotham, Co-Chair, Council on Academic Affairs

Subject: Proposal to Establish the Professional Science Masters Degree Program in Translational Data Analytics

Date: September 19, 2019

A PROPOSAL FROM THE COUNCIL ON ACADEMIC AFFAIRS TO ESTABLISH THE PROFESSIONAL SCIENCE MASTERS (PSM) IN TRANSLATIONAL DATA ANALYTICS, TRANSLATIONAL DATA ANALYTICS INSTITUTE (TDAI); DEPARTMENT OF COMPUTER SCIENCE IN THE COLLEGE OF ENGINEERING, DEPARTMENT OF DESIGN, DEPARTMENT OF STATISTICS, AND THE ADVANCED COMPUTING CENTER FOR THE ARTS AND DESIGN (ACCAD) IN THE COLLEGE OF ARTS AND SCIENCES

Whereas this is a post-baccalaureate professional degree aimed at employees of local and regional businesses, with a title that conveys essential and applied skills in modern data analysis and computer science, with a target audience of mid-career professionals working in Data Science Analytics

Whereas the program addresses the increasing demand for deep analytical skills within business and redresses a skills gap identified by industry at the local and global level

Whereas the professional masters will begin with a track in Design and Visualization, adding additional tracks as the program grows in accordance with market need and contingent upon success of the pilot will consider the addition of tracks involving other academic units such as decision science and geographical information systems

Whereas the curriculum provides knowledge of fundamental principles of computer science; fundamental principles of data analysis, statistical inference, and machine learning; translational competency, enabling the transfer, application, and validation of analytical methods as well as understanding of data

governance obligations and ethics; and mastery of professional skills such as storytelling and translating technical solutions to audiences with varied backgrounds

Whereas it is a 33 semester credit hour program (foundational courses, core courses in data design and visualization, a two-semester capstone sequence emphasizing experiential learning, and three multi-disciplinary seminars on data management, research methods, and professional development)

Whereas the curriculum was designed by a dozen faculty representatives from the participating academic units, and the TDAI held two roundtables in 2017 and 2018 with stakeholders from industry, government agencies, and non-profits who offered feedback and expressed an urgent need for workers who know how to tell data stories. TDAI subsequently held a townhall in January 2019 to which all faculty affiliates were invited with over 100 in attendance, and they have distributed information about the PSM in the Institute's monthly newsletter.

Whereas following review by the combined Graduate School/Council on Academic Affairs subcommittee, the proposal was reviewed and approved by the Council on Academic Affairs at its meeting on June 13, 2019

Therefore be it resolved that the University Senate approve the proposal to establish the Professional Science Masters in Translational Data Analytics and respectfully request approval by the Board of Trustees.



**A Proposal for a
Professional Science Master's Degree Program in
Translational Data Analytics**

Note: This document contains the executive summary of this proposal. The complete set of materials reviewed by the Senate are found in the Senate archives at go.osu.edu/masters-tda

Prepared by:

The Translational Data Analytics Institute
The Ohio State University

April 10, 2019

I. EXECUTIVE SUMMARY

The groundwork for the Professional Science Master's (PSM) degree in Translational Data Analytics (TDA) was laid four years ago when the Translational Data Analytics Institute (TDAI) conducted an academic scan and gap analysis of graduate and professional offerings related to data science and analytics at The Ohio State University. In addition to these internal efforts, local and regional partners of the Institute have articulated high demand for additional data science programming. At two roundtable events in July 2017 and August 2018, potential employers from industry, government agencies and non-profit organizations provided valuable feedback on a draft curriculum and identified directions for further development. Roundtable participants expressed a clear demand for data scientists and analysts who are not only skilled with statistical methods and computing best practices, but also with the ability to "tell data stories". As a result, the first track of the proposed PSM degree embeds data science and analytics with design. This unique combination of data science with storytelling and visualization will differentiate Ohio State's offering from our competitors.

The proposed degree is built on partnerships between TDAI and the Colleges of Engineering and Arts and Sciences, as well as the Advanced Computing Center for Arts and Design (ACCAD). The departments of Computer Science and Engineering, Design, and Statistics will offer courses in the first specialization track planned, that of design and visualization. Contingent upon the success of this pilot, additional specializations tracks involving other Colleges will be considered in out years.

II. INTRODUCTION

The growth of data analytics creates a real imperative for The Ohio State University to lead in this field. *The proposal of the PSM program in Translational Data Analytics (PSM-TDA) represents an opportunity for The Ohio State University to produce leaders able to meet the challenges of the on-going seismic changes in the global economy.* The university has already taken a key step with the creation of the first interdisciplinary undergraduate major in data analytics at a major research institution (2014). Other premier institutions followed our example, responding to the unique and emerging needs of both academia and industry.

Despite the scale of the existing but disparate academic resources in data analytics, the university needs a clear plan for comprehensive offerings, based on local and national research and workforce needs, going beyond existing academic programming. This is urgent, as many other institutes have started degree offerings to meet the rapidly growing demand in the data analytics arena. Many of these institutes are seeing a burgeoning demand for viable degree programs from industry in their respective regions. The pressing need for an effort in this direction is underscored by the fact that one of the strongest recommendations issued at the First Data Science Leadership Summit held at Columbia University in March 2018 was to require universities to establish minimal requirements for a professional master's degree in data science. Further, Columbus 2020¹ reports that the Columbus region boasts 30 big data employers working across the analytics chain – from data capture and storage to deep analysis. This, coupled with more than 50 data centers in Central Ohio, means the region's increasing demand for deep

¹ Columbus 2020 report. "Big Data Spotlight." 2016.

analytical skills within business is vastly underserved. We have heard from several forums and institutional collaborators, including the Columbus Collaboratory, the region's demand is in part driven by large scale projects such as SmartColumbus and the presence of financial tech industry.

III. COMPETITIVE LANDSCAPE

Nationally, many of our peers are responding to similar regional, as well as global, demands. Every school in the Big Ten and at least seven universities in Ohio offer a degree or certificate program in data analytics at the undergraduate or graduate levels. Data analytics course offerings are also expanding at the graduate and professional levels. Programs began emerging as early as 2007 when North Carolina State University developed a graduate-level data analytics programs. The market continues to expand as universities realize the critical importance of data analytics to the wider economy. (See Appendix 1 for detailed analysis of market demand).

In 2017 the Institute commissioned two competitive landscape assessments: one from EduVentures and the other from the University's Business Intelligence Mapping Unit in the Industry Liaison Office. Highlights of both reports are summarized below in the *Overview of Competitors* section. Both reports have been included in Appendix 1 and Appendix 2, respectively. We have also included a 2017 report named *Investing in America's Data Science and Analytics Talent: The Case for Action* written jointly by PricewaterhouseCoopers (PWC) and the Business-Higher Education Forum (BHEF) in Appendix 3. Highlights are captured below in the *Novel Key Competitor Programs* section.

A. Overview of Competitors

EduVentures completed an assessment of data analytics master's programs in the US, and a detailed report can be found in Appendix 1. An assessment of academic programs in data science and analytics (DSA) was also conducted by the Business Intelligence & Mapping Unit (see Appendix 2), and for this analysis all areas of business analytics were intentionally excluded. This analysis identified 101 related graduate degrees offered by universities in the US. In 2014, Bowling Green State University was the first school in Ohio to offer a master's degree in analytics; Wittenberg University followed in 2016. While numerous employers in central Ohio have data analytics needs, there are few master's degree programs in DSA in the region. In this analysis, national academic programs were ranked based on various publication parameters; total awards by the National Science Foundation related exclusively to programs in data science; initiatives or Centers/Institutes in the DSA area; and/or offering bachelor's, master's and/or PhD programs in data analytics or statistics. Columbia University, Georgia Institute of Technology, University of California at Berkeley and Harvard University topped the rankings. With its degree offerings, funding and programs at the time of this analysis, Ohio State ranked 27th out of 30 universities.

B. Competitor Novel Programs

The 2017 report titled *Investing in America's Data Science and Analytics Talent: The Case for Action* by PwC and BHEF (see Appendix 3) discussed in detail the disconnect between academic training and industry skills required in DSA. The document specifically

highlighted four US universities – including Ohio State’s - whose training programs in DSA begin to address this disconnect.

- **“The most effective programs apply data science to real-world problems.”** Here, the report uses the example of NC State’s Advanced Institute for Analytics that has worked with >100 companies on multidisciplinary, eight-month student practicums.
- **“Employers want candidates with experience,”** as provided in year-long internships and co-ops through Northeastern University’s Master of Data Science program.
- **“Educator-employer partnerships work best when the employer is aligned with the institutional mission and brand.”** Ohio State’s developing PSM-TDA program was highlighted due to our extensive partnering with private sector companies “on grants and academics...directed at using data science and analytics to reduce infant mortality in indigent urban neighborhoods, accelerate drug discovery to fight disease, and realize autonomous systems for transportation and agriculture.” Regarding alignment with industry needs, the report also referenced Columbia University’s Data Science Institute that was started to address local needs that would ultimately serve to “grow the local economy in New York City...Columbia structured its institute around multidisciplinary education, research, and outreach to industry.”

North Carolina State University (NCSU) serves as the most suitable benchmark given our similarities in institutional makeup and prevailing enterprises in the region. The TDAI staff completed a comprehensive review of the program, the curriculum, and the job placement report of the class of 2017 (see Appendices 4, 5 and 6). Additionally, TDAI Faculty-in-Residence Dr. Dorinda Gallant (College of Education and Human Ecology, Department of Educational Studies) gained the following insights from Dr. Michael Rappa, the Director of the NCSU program, and these were considered in the design of our program.

- Focusing on academic programs will pave a path for research interactions with industry.
- Innovative and highly differentiated programs will yield dividends.
- Organizational innovation is necessary and should be attempted.
- Document success early and improvise in an agile manner.
- Interact with industry informally; listen and learn their business activities and how students we produce are benefiting them.
- Engage interested and expert faculty and empower them to be agile and innovative.
- Courses that are sum of topic threads will allow for creativity, flexibility, and adaptability.
- There is a need for a full-time person to oversee the degree program.

BHEF was also instrumental in helping TDAI and its campus partners to conceptualize and build out an experiential capstone project focused on real-world data analytics in collaboration with local community partners (see Appendix 10). This is a best practice, as evidenced by seven institutions of higher education offering data science programs with employer-engaged capstone experiences (Massachusetts Institute of Technology, North Carolina State University, Northwestern University, San Jose State University, Texas A&M University, University of Maryland, University of Washington). Representatives from these programs were interviewed to

gather insights into development and implementation of experiential learning aspects of their respective programs.

IV. PROGRESS TO DATE

Over the span of four years, a series of actions has been undertaken to investigate labor and academic student markets, provide information and gather feedback from students, faculty, university leadership, and the local industrial community. Figure 1 outlines the four phases of TDAI's deliberate and systematic approach to create a Professional Science Master's degree in translational data analytics.

During the academic year 2015-2016, TDAI conducted a comprehensive examination of data science and analytics or DSA-related academic programming at OSU (see Appendices 7, 8 and 9). Among the various recommendations to enhance data science and analytics training at OSU, the creation of a Professional Science Master's degree or the PSM in translational data analytics (TDA), or the PSM-TDA program, was accorded the highest priority. It was in fact, the former Dean of Graduate School, Prof. Scott Herness who alerted TDAI to the possibility of offering a PSM degree in data science and analytics. Subsequently, TDAI conducted quantitative, albeit general, market research through EduVentures to understand the labor market (for demand) and student market (for supply) of data analytics. In addition, TDAI organized a roundtable in July 2017 with local industry partners (see Appendix 10) and conducted a series of informational sessions with students and faculty to gather inputs for building a successful PSM.

In Spring 2018, TDAI actively developed learning objectives, a curriculum, and a tentative Advisory Board for the PSM. TDAI intends to submit the PSM proposal for consideration of approval to the Office of Academic Affairs and the Commission on Affiliation of PSM Programs during Spring 2019 and plans to welcome the first cohort of students in Fall 2020. TDAI is partnering with the departments of Computer Science and Engineering, Statistics, and Design, and with the Advanced Computing Center for the Arts and Design (ACCAD) to create the first version of the PSM program. The curriculum was designed collaboratively with all the four units. The following faculty participated: Prof. Spyros Blanas (Comp. Sci. & Eng.), Prof. Mary Ann Beecher (Design), Prof. YoonKyung Lee (Statistics), Prof. Matt Lewis (Design), Prof. Raghu Machiraju (Comp. Sci. & Eng.), Prof. Maria Palazzi (Design), Prof. Mario Peruggia (Statistics), Prof. Srinu Parthasarathy (Comp. Sci. & Eng.), Prof. Rajiv Ramanth (Comp. Sci. & Eng.), Prof. Yvette Shen (Design), Prof. Han-wei Shen (Comp. Sci. & Eng.) and Prof. Joyce Zheng (Communications). The curriculum has been further refined based on feedback from the participants in the second employer roundtable held in August 2018.

The TDAI team has also met repeatedly with Vice Provost Randy Smith and relevant curriculum deans and department chairs across the campus. The topics discussed included: the proposed curriculum, the necessary oversight organization, the target audience, and the uniqueness of the proposed curriculum. The team also met frequently with Dr. Scott Herness to receive feedback and seek guidance. Appropriate approvals and guidance for the planning, design, and launch phases were obtained from a working group assembled by Vice Provost Smith and included the following faculty administrators: Prof. Christopher Hadad, Prof. Scott Herness, Prof. Stephen Fink, Prof. Waleed Muhanna and Prof. David Tomasko. Finally, presentations were made to the Council on Academic Affairs informing on the progress of the overall planning

process. Following Dr. Herness' departure, the team met with Alicia Bertone and other members of the Graduate School including Profs. Shari Speer and Jennifer Schlueter.

V. ACTIONS & ISSUES

Impact on specific groups/constituencies

Pending approval, the PSM program will be offered by the Graduate School in partnership with several academic units. The initial partnership involves three departments and one center: Computer Science and Engineering, Design, Statistics, and the Advanced Computing Center for Arts and Design. The offering rests on the contributions of our College partners in Arts and Sciences and Engineering. The Colleges and Departments involved are innovators, helping to develop an interdisciplinary program whose impact will extend beyond any single academic unit and presents significant opportunity to the University at large.

The PSM is targeting working professionals to enroll in the program on a part-time basis. The program is currently planned to be in-person. No online or hybrid instruction is currently planned. In this respect, the PSM offers needed continuing graduate education opportunities to professionals employed by local and regional businesses. The partnership between TDAI and these local businesses is a cornerstone of the proposed program and a valuable outreach to the OSU community-at-large.

Quality and academic integrity of the program will be guaranteed by the Commission on Affiliation of PSM Programs. This organization will oversee a peer-review process leading to affiliation and will periodically review the program and its achievements to ensure that the highest professional standards are maintained.

Internal programmatic changes: None anticipated.

Impact on outside participating units

In the initial stages of the build and launch of the PSM, the program will rely most heavily on the contributions of the two Colleges and four units identified above. Additional tracks will be considered. Some examples of these tracks could include decision sciences and geographical information systems. If implemented, their development will lead to an expansion of the PSM partnership to additional academic units. Ultimately, the PSM will establish itself as a focal educational venture, in line with the TDAI mission of fostering active collaborative engagement between the academic, scientific, and business communities.

Relationship with Existing OSU Programs

The curricular requirements of several graduate programs (i.e. in CSE, Stats, and Fisher) at OSU contain elements of data management and analysis. Typically, they aim to provide quantitative and analytical skills to accurately interpret domain-specific scientific literature, to design sound empirical studies, and to perform well-conceived statistical analyses. These programs serve traditional students engaged in comprehensive learning as opposed to serving a more limited pedagogical purpose. They do not serve to build the same skills as the PSM nor cater to the needs of working professional students which allow the enrollees to add competencies and skills to their portfolios.

There are four existing OSU graduate programs that are more closely related to the proposed PSM: the MS program offered by CSE, the MS and Master of Applied Statistics (MAS) programs offered by the Department of Statistics, and the Specialized Master’s in Business Analytics (SMB-A) program available from the Fisher College of Business. However, the PSM-TDA program differs from all four. The CSE and Statistics MS degrees are based on curricula that emphasize rigorous technical training in their respective disciplines. They often represent an intermediate step in a student’s path toward a PhD degree. However, to some in CSE they provide an entryway to positions in the computing industry and in applied statistics. The MAS and SMB-A degrees have a more applied focus. However, these degrees differ from the PSM-TDA in their distinct targeted student populations and learning outcomes. This is evidenced in the stated goals of each degree:

- MAS program: *“to prepare graduate students to enter positions in applied statistics in business, industry, and government.”*
- SMB-A program: *to equip students “with an understanding of the science of data analytics and its implication for business innovation, productivity and growth.”*



Given the inclusion of the special track on Design and Visualization, the proposed 33-credit-hours PSM degree will be one of a kind in DSA training in the world. Existing DSA programs have not included design thinking into the curriculum. This pedagogical approach will facilitate translation and application of data analytics into various application domains. The students of this program will not only be able to create sophisticated workflows for Big Data but will also be able to design viable user interfaces and tell compelling data stories. In closing, the stated goal of the proposed PSM-TDA degree program is *“to prepare professional students to be adept at conducting BIG DATA analysis at scale for improving enterprise productivity and profitability”*.

VI. GENERAL REQUIREMENTS, CURRICULUM DESIGN, & LEARNING GOALS

A. GENERAL REQUIREMENTS

a) Requirements for admission

1. **Admission requirements of the Graduate School:** {Items below excerpted from section 2.2 of the 2018-2019 Graduate School Handbook: <https://gradsch.osu.edu/handbook/all#2-2>}. **Admission Criteria.** An applicant must submit documentation that demonstrates fulfillment of the following admission criteria or equivalent qualifications:

- a. an earned baccalaureate or professional degree in any subject from an accredited college or university by the expected date of entry.
- b. a minimum of a 3.0 cumulative grade-point average (CGPA) (on the 4.0 scale used at this university) in the last degree earned by the applicant relevant to the program of study. For international students, the CGPA is calculated on the home institution’s grading scheme and the grade key on the transcript is then utilized to approximate an equivalent

US grade based on the educational system of that country. Information about the degree programs and grading systems for the top 50 sending countries can be found at the Graduate and Professional Admissions website (https://gpadmissions.osu.edu/secure/GP_resources/Resources/profile/).

- c. prerequisite training that will enable the student to pursue the graduate program to which admission is sought
 - d. a minimum score of 550 on the old or a minimum score of 19 on each section of the new paper-based Test of English as a Foreign Language (TOEFL), 79 on the internet-based TOEFL, 82 on the Michigan English Language Assessment Battery (MELAB), or 7.0 on the International English Language Testing System (IELTS). This requirement applies only to an applicant from a country where the first language is not English, unless a bachelor's degree or higher was earned in an English-speaking country
 - e. Any exception to the above requirements will be considered on case-by-case basis.
2. **Additional admission requirements for the PSM-TDA program:**
- a. GRE General Test or 3 years of relevant professional experience is required.
 - b. Applicants should have a minimum of 1-year of relevant professional experience.
 - c. Students are expected to have completed courses that provide ample background in any of the following areas: computing, quantitative, and/or design/visualization skills at the undergraduate level or above from an accredited college or university by the expected date of entry.
 - d. Students should have adequate experience with data analysis or work in a business field with a technology focus.
 - e. Any exception to the above requirements will be considered on case-by-case basis.

The table below presents prototypical profiles of students who are envisioned to enroll in the proposed PSM-TDA program. If students do not fit the profiles indicated below but otherwise meet the minimum criteria above, they are encouraged to apply.

Profile	Degree Requirement	Bachelor's Degree	Professional Experience	Entrance Exam Requirement	Existing Skills/Expertise	Skills/Expertise Area to be Developed in PSM-TDA Program
1	BS	DATA-STEM: Engineering, Statistics, Mathematics, Computer Science	1-3 years	GRE (if needed).	Analytical/computing/ technical skills Foundational design/ visualization skills -Demonstrated logical thinking and problem-solving capabilities	Visualization/Design Business/Enterprise
2	BS, BA	STEM: Biology, Chemistry, Psychology	> 3 years	None	Basic foundational analytic and technical skills Basic to mid-level experience with data analysis Demonstrated logical thinking and problem-solving capabilities	Visualization/Design Business/Enterprise Computing skills
3	BA, BS	NON-STEM: Sociology, Humanities, Business, Finance, Communications, Design, Marketing	>3 years	None	Basic foundational computing, quantitative, and/or design/ visualization skills Basic to mid-level experience with data analysis or some experience working in a business field with a technology focus Demonstrated logical thinking and problem-solving capabilities	Visualization/Design Business/Enterprise Computing skills Analytical skills

b) Requirements for graduation

1. Graduation requirements of the Graduate School: {Items below excerpted from section 6.6 of the 2018-2019 Graduate School Handbook: <https://gradsch.osu.edu/handbook/all#6-6>}

- a. submission of the Application to Graduate form to the Graduate School no later than the third Friday of the semester (or third Friday of summer term) in which graduation is expected
- b. registration for at least three graduate credit hours during the autumn or spring semester or summer term in which graduation is expected
- c. completion of a minimum of 30 graduate credit hours. Eighty (80) percent of those required credit hours must be completed at this university over a period of at least two semesters
- d. graduate cumulative grade-point average of at least 3.0
- e. receipt of final grades in the University Registrar's Office by the published deadline.
- f. completion of the master's degree requirements established by the Graduate Studies Committee

2. Additional graduation requirements for the PSM-TDA:

- a. Completion of all required coursework for the program (as outlined below) with a cumulative minimum GPA of 3.0 and minimum grade of B- in each course.
- b. Satisfactory completion of a required capstone project.

B. CURRICULUM AND COURSE SYNOPSIS

Development of the Curriculum

During 2016-2017, the Translational Data Analytics Institute (TDAI) conducted a comprehensive examination of DSA-related academic programming at OSU. In addition, the TDAI held a roundtable with industry partners. Among the recommendations to make The Ohio State University a leader in DSA training, the creation of a Professional Science Master's degree (PSM) in translational data analytics (TDA) was accorded the highest priority. Subsequently, TDAI has conducted a series of information sessions with students, faculty, and industry partners to gather input for building a successful PSM-TDA program.

In early 2018, the TDAI team used this input to identify primary learning objectives and built a preliminary curriculum for the PSM program. The draft curriculum included three broad areas of study:

1. A set of foundational courses to acquire essential and applied skills in modern data analysis and computer science. The curriculum includes exposure to elements of common programming languages used in DSA applications.
2. A set of courses focusing on track-specific topics. In the initial phase of development of the PSM, the TDAI team has settled on a track that covers complementary aspects of data visualization. As the PSM program grows, we envision developing additional tracks focusing on other elements of DSA practice, such as decision science.
3. A set of courses and seminars incorporating experiential components within the PSM to focus on connecting students to community and business partners.

The principal partners working on the foundational and experiential components on campus have been the CSE and Statistics departments. The Advanced Computing Center for the Arts and Design (ACCAD) and the Design department have contributed mostly to the visualization track.

After preparing a draft curriculum, the TDAI managing team, in collaboration with BHEF, convened a second roundtable with TDAI's industry and local community partners. The focus of the second roundtable was principally to obtain feedback on the proposed curriculum and data visualization specialization. Additionally, the managing team desired to identify directions along which the curriculum could be modified and improved to better serve students and community partners.

This second roundtable involved 46 representatives from over 30 organizations, including industry, government, and nonprofit organizations. We believe this broad engagement with entities beyond industry demonstrates the potential and interest in our potential PSM offerings.

Relative to our community partners, TDA desired to explore where employers could best engage

in the program, define and outline effective applied learning experiences, and cultivate relationships between TDA and their organization for purposes of hiring and recruiting. Further, partners provided insight into skills gaps and workforce needs. The roundtable resulted in refinement of the curriculum to its current form as described in other parts of this proposal. The TDAI managing team was also better able to adjust course offerings and content to more precisely fit the profile and needs of the employers. Excitingly, the refined curriculum better differentiates the technical nature and goals of the proposed PSM-TDA program from those of other related programs at OSU. Specifically, the managing team added emphasis on business and ethical aspects of data analytics and added flexibility to connect the program to industry-specific domains. The roundtable discussion also helped the TDAI managing team to address logistic and educational requirements of the experiential components and capstone projects.

a) Curriculum overview

The general curriculum of the program is articulated around four major instructional modules:

- Five foundational courses addressing key computational and data analytics topics.
- Three core courses in data design and visualization for the first specialization. Future development of additional specialization tracks is envisioned, as dictated by the market need.
- A two-semester, capstone course sequence with a strong emphasis on experiential learning.
- Three multi-disciplinary seminars, focusing on data management, research methods and professional development.

As shown in the summary table below, the proposed PSM-TDA program can be completed in five semesters, part-time for a total of 33 credit hours. It is possible that some students may have received instruction in the salient topics of the program. However, the proposed curriculum is unique in that it incorporates design thinking into traditional topics of data analytics. We do not anticipate that many students will have received this unique combination of instruction. The emphasis of this program is also on practical and experiential learning which will make it attractive for students with a previous, more specialized data analysis or design background. At this point, we do not anticipate offering exams for students to skip courses based on previous experience.

Some courses have prerequisites and those have been noted on the compiled short form syllabi. All courses will be restricted in enrolment to only students in the PSM-TDA. The provided short form syllabi also note this as well.

Initial requirements to enter the degree program will be based on the named criteria under the section titled “Admission Criteria” within the proposal. No additional coursework will be required for entry. Prerequisites within this program only include satisfactory completion of coursework within the curriculum. When appropriate, we have named prerequisites which are required to progress on the short form syllabi provided.

All courses are lock-step, sequential and required. Courses may not be rearranged or moved. Situations where students fall out of sequence due to personal circumstances, performance or standing will be addressed on an individual basis. Some options include the following:

- The student may remain active in the program and enroll in the course the next time it's available. They may not progress until all prerequisites for the next courses are satisfied;
- The student will not continue in their original cohort, with the option to return the next time the course is offered to complete the remaining program as designed;
- The student may be offered an "incomplete" with an assigned deadline by which they would need to satisfactorily complete courses.

All courses will be taught at the graduate level with graduate level content. The courses sourced from ACCAD and Design already exist and are offered at the Graduate level. Specific sections will be offered to TDAI-PSM students under the GRADSCH numbering structure. The computing courses offered by the Department of Computer Science impart skills and knowledge on par with its regular offerings at the graduate level. Further, the emphasis on hands-on experiential learning has been incorporated into the PSM-TDA offerings. For courses taught by Statistics, course content is comparable in breadth and scope to that of courses already offered for graduate students from other departments seeking to build data analysis skills. Overall, all these courses justify their position as graduate level content in part because they integrate a broad set of concepts and incorporate substantial content into a condensed, rigorous curriculum. Additionally, they all have significant focus on experiential learning relevant to working professional students.

The 5000 level course numbers were selected to follow the numbering structure of similar courses in ACCAD and the Departments of Computer Science and Engineering, Design and Statistics. Additionally, because students will be coming from a variety of backgrounds and not just those with intense training in the principal disciplines, we believe the 5000 level is more appropriate.

In the table below, and the compiled short form syllabi, we have inserted tentative course numbers, subject to change. Some courses are being newly developed and may not yet have numbers for cross-listing. Upon formal approval of the course proposals, the courses will be assigned official GRADSCH numbers that follow an agreed upon taxonomy. The numbers of existing courses follow the numbering scheme of the teaching departments, with the departments' specific handles replaced by GRADSCH. The three multi-disciplinary 1-credit seminar courses will offer the stated themes. Their content will adjust based on the specific expertise and interest of the instructors of record and guest speakers invited from the partnering local community.

Y1-Fall	Y1-Spring	Y2-Summer	Y2-Fall	Y2-Spring
GRADSCH 5401: Data Analytics Foundations I, including R and Python (3c) Teaching department: STAT	GRADSCH 5402: Data Analytics Foundations II, including R and Python (3c) Teaching department: STAT	GRADSCH 5620: Practical Learning and Mining for Big Data (3c) Teaching departments: CSE + STAT (1.5 CH each)	GRADSCH 5141: Interactive Arts Media II: UI/UX (3c) Teaching department: ACCAD	GRADSCH 5150: Emerging Trends in Data Visualization (3c) Teaching department: ACCAD
GRADSCH 5621: Big Data Computing Foundations I: End-to-end workflows, incl. visualization (3c) Teaching department: CSE	GRADSCH 5622: Big Data Computing Foundations II: Scalable computing, data management (3c) Teaching department: CSE	GRADSCH 5505: Information Design (3c) Teaching departments: DESIGN+CSE	GRADSCH 5911: Practicum /Capstone I (3c) Teaching department: TBD	GRADSCH 5912: Practicum /Capstone II (3c) Teaching department: TBD
	GRADSCH 5625: Seminar I: Data governance (1c) Teaching department: TBD	GRADSCH 5626: Seminar II: Research methods (1c) Teaching department: TBD	GRADSCH 5627: Seminar III: Professional development (1c) Teaching department: TBD	
6 cr total	7 cr total	7 cr total	7 cr total	6 cr total

C. STUDENT LEARNING OUTCOMES

General Learning Goals of the PSM-TDA Degree

Upon graduation students will demonstrate:

- 1. Knowledge of fundamental principles of computer science.** They will exhibit methodological understanding and experiential competency, enabling them to perform relevant workplace tasks such as: identifying common data sources and data structures; using information technology and programming environments to convey and retrieve information; and identifying processes and mechanisms commonly used to retrieve, assess, re-engineer, enrich, manipulate, visualize, and amalgamate data.
- 2. Knowledge of fundamental principles of data analysis, statistical inference, and machine learning.** They will exhibit methodological understanding and experiential competency, enabling them to perform relevant workplace tasks such as: apply appropriate methods, models, and techniques from topics of data mining, learning methods, optimization, probability, statistics, and simulation to analyze data; generate explanations to answer the research and/or business questions under scrutiny; produce

predictions of future outcomes for the process under study. Critical thinking skills, acquired through coursework and experiential practice, enabling them to: ask relevant project-related questions; identify appropriate methodological approaches to produce useful answers; design methods to evaluate and assess validity of outcomes; evaluate requirements and specifications to recommend effective, analytics-based solutions.

3. **Translational competency**, enabling them to transfer, apply, and validate analytic methods and findings across domains. Also exhibit understanding of data governance obligations and challenges, as well as emerging legal and ethical issues with data analytics, including privacy and security best practices.
4. **Mastery of professional skills**, including interpersonal communication, designing and delivering presentations, teamwork, and leadership in diverse teams representing various organizational environments. They will exhibit mastery at communicating recommendations through effective storytelling, both orally and in the format of written reports, translating technical solutions to audiences with varied backgrounds.

Learning Goals of the Visualization Track

Students will demonstrate:

1. An ability to integrate artistic, methodological and experiential technical abilities for creating visual stories of data based upon a synthesis of interdisciplinary knowledge in the context of data usage in workplaces and enterprises.
2. A fundamental understanding of design principles that contribute to and enhance readability, legibility, aesthetics and visual comprehension allowing for the amplification of insights, and patterns inherent in the data and the placement of the insights into real-world contexts resulting in useful prediction of trends and events.
3. The application of foundational aspects of both user experience and human computer interaction design that enhances user understanding and use of data visualization to design user interfaces that are both meaningful and effective in a variety of workplace settings.
4. Proficiency in designing and implementing visual communication solutions of information and data analysis by resorting to practical knowledge of design, human-computer interaction, and visualization, and their skills in visual graphics programming for meaningful and contextual story telling.
5. The ability to evaluate and choose appropriate existing and emergent tools for visualization and interaction based on cognitive fit and background of users, analysis of workplace needs and platform.

VII. EXPERIENTIAL COMPONENT/CAPSTONE

A key recommendation from both of TDAI's employer roundtables has been to incorporate high-quality, experiential learning into the PSM-TDA program to ensure industry relevancy. It also

serves as a critical bridge between a student's work experience and educational coursework. Therefore, the proposed PSM-TDA program will incorporate experiential activities throughout all its course offerings. Beginning with the foundation courses in data analytics and computing, and the subsequent course on practical learning, students will be exposed to realistic learning activities that emphasize the application of modern analytics tools to the solution of practical questions. This pedagogical framework will extend to the track-specific courses, in which the illustrative activities will concentrate on demonstrating how to construct and implement effective visualization methods in real-life settings.

The experiential elements of the program will culminate in a required two-semester Practicum/Capstone course sequence, for a total of six credit hours. A key element of the capstone experience will consist in the direct engagement of our community partners including employers from industry, government, and non-profits to formulate challenge questions. They will also provide data relevant to answer those questions. Collaborations with business partners will require they provide data with a challenge problem and financial support for the execution of the project. Among other things, this financial support will allow the PSM-TDA program to offer release time to faculty project advisors with specific domain knowledge to help supervise the projects. No deliverables will be expected of the students because the capstone project must be viewed as a learning experience rather than a consulting assignment. This approach has been successfully adopted by other programs on campus including Computer Science and Engineering, the Fisher College of Business for their degree offerings in business analytics and the Undergraduate Major in Data Analytics. Although the Multidisciplinary Capstone Program offered by the Department of Engineering Education imparts less experience in data analytics, several successful elements of that program will be eventually adopted. We draw upon all these programs as described below.

A. LOGISTICS

Practical organizational elements of the capstone experience will be as follows.

- Students will work in teams of suitable size (3 or more).
- Community partners will be recruited by the PSM-TDA Faculty Mentor, TDAI Managing Director and Program Coordinator.
- The community partners will present their projects to the students to pique their interest in the practical questions for which they need answers.
- The PSM-TDA Faculty Mentor will oversee the formation of teams and the project assignments.
- To foster a broader array of perspectives, students will not be generally assigned to projects involving their own employers. Exceptions to this general rule may be considered on a case-by-case basis.
- Each team will establish contact with a community partner supplying the problem and develop an ongoing partnership leading to a coherent, refined formulation of the problem and a satisfactory solution.
- In addition to the PSM-TDA Faculty Mentor, each team may be assigned a faculty project advisor with domain specific expertise (as needed). Typically, this faculty advisor will be

one of the TDAI affiliated faculty members, but non-affiliated faculty members will also be engaged.

- The PSM-TDA Faculty Mentor will monitor all projects to ensure that the learning experience has uniform requirements to guarantee academic integrity.

The OSU Office of Legal Affairs has developed a template for a proposed “Cooperative Agreement for Student Projects” between The Ohio State University on behalf of its Office of Sponsored Programs and the participating community partners. The Multidisciplinary Capstone Program of the Department of Engineering Education has used this working template to establish collaborative agreements for undergraduate capstone projects. TDAI will employ a similar set of documents to establish working relationships with various partners.

B. LEARNING GOALS

The learning goals of the capstone courses and of the capstone project are in concurrence with the general learning goals of the PSM-TDA degree, with special emphasis on translational competency and mastery of professional skills. Accordingly, in their capstone projects, the students will be expected to demonstrate mastery of soft skills, including design thinking and presentation capabilities, in addition to a keen familiarity with the required technical skills.

Specific assessment of the learning goals for the capstone experience will occur in conjunction with the assessment of general Learning Goals 3 and 4 for the PSM-TDA program (pg. 21). These are the learning goals most directly relevant to the students’ experiential formative experience. The assessment process and rubric are described in detail later in Section VIII. The goals and their measurable learning outcomes are paraphrased herewith for ease of reference.

General Learning Goal 3: Translational competency.

The following *learning outcomes* are associated with Learning Goal 3:

1. Ability to transfer, apply, and validate analytic methods and findings across domains.
2. Competence in the best practices of the student’s specialization track.
3. Knowledge of and ability to comply with data governance obligations and challenges, as well as understanding of emerging legal and ethical issues with data analytics, including privacy and security best practices.

General Learning Goal 4: Mastery of professional skills.

The following *learning outcomes* are associated with Learning Goal 4:

1. Level of interpersonal communication skills, including presentation design and delivery.
2. Propensity for teamwork and leadership in a diverse team representing various organizational environments.
3. Ability to communicate recommendations through effective storytelling, both orally and in the format of written reports, translating technical solutions to audiences with varied backgrounds.

C. PERFORMANCE EVALUATION

Performance evaluation of the students' performance in the capstone courses will be based on the following elements:

- Active and productive participation in the in-class activities and in the capstone project.
- Elaboration of mid-semester interim reports and final reports in each of the two capstone courses.
- Progress-report poster presentation at the end of the first semester.
- Final oral presentation at the end of the second semester.
- No deliverables for the companies will be expected.
- Project evaluation will be performed by the course instructor(s), PSM-TDA Faculty Mentor, and faculty advisor(s).
- The PSM-TDA Advisory Board members will observe the final presentations to assist with the overall evaluation of the quality of the degree program but will not be involved in the evaluation of the students' performance.

VIII. PROGRAM QUALITY ASSURANCE

The standards for program quality assurance will meet the OSU requirements for annual program assessment as follows:

1. The TDAI Faculty Director, the PSM-TDA Faculty Mentor and Program Coordinator will manage the annual assessment required by the Graduate School.
2. A formal assessment plan has been established and is described below. The learning goals of the PSM-TDA program inform the assessment plan. The plan includes procedures of data collection and analysis for the evaluation of student performance and the improvement of student learning outcomes.

A. FORMAL ASSESSMENT PLAN

The ensuing assessment plan is currently modeled after the assessment plans of the graduate programs in the Departments of Statistics from which it borrows structure and language. These assessment plans have been implemented successfully over the past several years and have produced valuable quantitative data that enables informative evaluation of the programs over time and suggest directions for improvement. We foresee that this general structure of the assessment plan will be similarly successful for the proposed PSM-TDA program. Since the PSM-TDA degree draws from several disciplines and programs, TDAI will include additional assessment elements as needed.

The PSM-TDA Faculty Mentor and Program Coordinator will be responsible for the overall assemblage and processing of the assessment data. The TDAI Faculty Director will lead the interpretation of the results and lead the preparation of the summaries of the annual assessment exercise. She/he will work closely with the PSM-TDA Faculty Mentor and Program Coordinator. Further, the PSM-TDA Faculty Mentor and Program Coordinator will work with TDAI's Managing Director, especially towards the accessibility and quality assessment of the

capstone material as it pertains to external outreach. This group (TDAI Faculty Director and Managing Director together with the PSM-TDA Faculty Mentor and Program Coordinator) forms the PSM-TDA Administrative Core Team. The other salient participants in the assessment are the PSM-TDA External Advisory Board (required by the PSM National Commissioning body) and the Directors of Graduate Studies in participating departments who will continuously work with the PSM-TDA Administrative Core Team. The PSM-TDA Administrative Core Team will be advised by a PSM-TDA Faculty Advisory Committee. The PSM-TDA Faculty Advisory Committee will be comprised of the TDAI Faculty Director or their designee, PSM-TDA Faculty Mentor, the Chairs of the GSC in the participating departments, and a faculty member from the Graduate School. One PSM-TDA student per cohort will be elected by their peers (or volunteer if not contested) to serve as non-voting members on the committee. The students will not be involved in any FERPA protected items if they are taken up by the Committee. The students will serve as liaisons between this team and the student body on issues relevant to their experience.

The PSM-TDA Faculty Advisory Committee will oversee the following activities (but not limited to):

- Devising guidelines or a handbook for the PSM-TDA.
- Admission requirements and selection of candidates
- Recruitment of M/P status faculty to serve as advisors for PSM-TDA students
- Curriculum requirements, course offerings and modifications
- Student petitions and other issues

General Learning Goals of the PSM-TDA Degree.

To reiterate, upon graduation, students will demonstrate:

- 1. Knowledge of fundamental principles of computer science.**
- 2. Knowledge of fundamental principles of data analysis, statistical inference, and machine learning.**
- 3. Translational competency.**
- 4. Mastery of professional skills.**

Assessment of Learning Goal 1: Knowledge of fundamental principles of computer science. The following *learning outcomes* are associated with Learning Goal 1:

1. Ability to identify common data sources and data structures.
2. Ability to use information technology and programming environments to convey and retrieve information.
3. Ability to implement the processes and mechanisms commonly used to retrieve, assess, re-engineer, enrich, manipulate, visualize, and amalgamate large scale data.

Assessment rubric:

The PSM-TDA program will directly assess students' achievement of the stated learning outcomes by scoring their performances on selected questions embedded in the final exam of the course *Big Data Computing Foundations II*. Appropriate questions addressing each learning outcome will be used. For each learning outcome, the course instructor will assess each student on the ordinal scale: "High Proficiency," "Satisfactory Proficiency," "Some Proficiency," or "Low Proficiency." This will be done separately from the determination of the overall performance on the exam. The course instructor will be responsible for communicating the rating summaries and remarks to the PSM-TDA Program Coordinator.

Criterion: If at least 80% of the assessment ratings of students in the PSM-TDA program are in the "High Proficiency" or "Satisfactory Proficiency" categories, we will consider this as evidence of success in achieving Learning Goal 1.

Use of Data: Aggregated data for each learning outcome will be examined by the PSM-TDA Administrative Core Team on an annual basis. If the data do not meet our criteria or are otherwise disappointing, the team will explore possible remedies, including meeting with students directly to discuss their performance, making improvements in course content, and making improvements in course delivery and learning activities within courses.

Assessment of Learning Goal 2: Knowledge of fundamental principles of data analysis, statistical inference, and machine learning.

The following *learning outcomes* are associated with Learning Goal 2:

1. Ability to apply appropriate methods, models, and techniques to the analysis of data.
2. Ability to generate explanations to answer the research and/or business questions under scrutiny, to evaluate and assess the validity of outcomes, and to produce predictions of future outcomes for the process under study.
3. Ability to evaluate requirements and specifications to recommend effective, analytics-based solutions.

Assessment rubric:

The PSM-TDA program will directly assess students' achievement of the stated learning outcomes by scoring their performances on selected questions embedded in the final exam of the course *Data Analytics Foundations II*. Appropriate questions addressing each learning outcome will be used as in the assessment of Learning Goal 1. For each learning outcome, the course instructor will assess each student on the ordinal scale: "High Proficiency," "Satisfactory Proficiency," "Some Proficiency," or "Low Proficiency." This will be done separately from the determination of the overall performance on the exam. The course instructor will be responsible for communicating the rating summaries and remarks to the PSM-TDA Program Coordinator.

Criterion: [same as for Learning Goal 1]

Use of Data: [same as for Learning Goal 1]

Assessment of Learning Goal 3: Translational competency.

The following *learning outcomes* are associated with Learning Goal 3:

1. Ability to transfer, apply, and validate analytic methods and findings across domains.
2. Competence in the best practices of the student's specialization track.
3. Knowledge of and ability to comply with data governance obligations and challenges, as well as understanding of emerging legal and ethical issues with data analytics, including privacy and security best practices.

The PSM-TDA program will directly assess students' achievement of the learning outcomes above by scoring each student on the student's capstone project (including the process leading to its completion and its oral presentation). For each learning outcome, the project evaluation will be performed by the capstone course instructor(s), PSM-TDA Faculty Mentor, and faculty advisor(s) with input from the community partner supplying the project. They will assess each student on the ordinal scale: "High Proficiency," "Satisfactory Proficiency," "Some Proficiency," or "Low Proficiency." This will be done separately from the overall determination of whether the student passes the capstone course and will usually be accompanied by additional remarks regarding the attainment or non-attainment of the learning outcome, which will be specific to the student's project topic. The PSM-TDAI Faculty Mentor will be responsible for communicating the rating summaries and remarks to the PSM-TDA Program Coordinator.

Criterion: If at least 80% of the above assessment ratings are in the "High Proficiency" or "Satisfactory Proficiency" categories, we will consider this as evidence of success in achieving Learning Goal 3 for our PSM graduates.

Use of Data: Aggregated data for each learning outcome will be examined by the PSM-TDA Administrative Core Team on an annual basis. If the data do not meet our criteria or are otherwise disappointing, the team will explore possible remedies, including meeting with students directly to discuss their performance, and improving the guidance that we give students in preparing the capstone project.

Assessment of Learning Goal 4: Mastery of professional skills.

The following *learning outcomes* are associated with Learning Goal 4:

1. Level of interpersonal communication skills, including presentation design and delivery.
2. Propensity for teamwork and leadership in a diverse team representing various organizational environments.
3. Ability to communicate recommendations through effective storytelling, both orally and in the format of written reports, translating technical solutions to audiences with varied backgrounds.

Assessment Rubric: [same as for Learning Goal 3]

Criterion: [same as for Learning Goal 3]

Use of Data: [same as for Learning Goal 3]

B. FURTHER ASSESSMENT AND EVALUATION

To evaluate the unique professional training nature of the program while aligning the program with other data analytics programs on campus, the following additional steps will be implemented.

- a) The program will indirectly assess all the learning outcomes through an exit survey of all graduating students.
- b) The program will record and analyze job placement data for all graduated students.
- c) All assessment data will be shared and discussed annually with the program Advisory Board comprised of TDAI's Founding Partners and select representatives from chosen industry sectors. The board will also include faculty and advisors of existing data science programs. As needed, select OSU faculty will be invited to provide specific input.
- d) Results and summaries of assessments will be shared with the Directors of Graduate Studies in each of the participating departments.
- e) As part of the evaluation, informal benchmarking with other institutions will be conducted every five years.

C. EVALUATION OF INSTRUCTION

Evaluation of instruction will follow established OSU standards.

- a) Faculty/Instructors associated with a TIU will be evaluated annually through a TIU review. The Chairpersons and Directors of Graduate Studies of participating departments will provide input on instruction and evaluate changes to content.
- b) Faculty/Instructors not associated with any TIU (e.g., instructors hired directly by the TDAI) will be evaluated annually through a TDAI review led by the PSM-TDA Faculty Mentor.
- c) At the end of each course, faculty will be evaluated by the enrolled students using standardized evaluation instruments followed across the University.

IX. UNIVERSITY APPROVALS

In progress.

X. CONSULTATIVE PROCESS

The following material was collected over the last 3 years to support the establishment of the graduate programs in data science and analytics.

- A. During 2016-2017, TDAI conducted a comprehensive examination of DSA related academic programming at OSU. A long and a short version of the report are attached (see Appendices 7 and 8).
- B. TDAI has conducted a market research through Eduventures to understand the labor market and student market of data analytics for our planned program (see Appendix 1).

- C. TDAI organized two roundtables with TDAI's industry partners. A summary of the roundtables is attached (see Appendix 10).
- D. TDAI has conducted a series of information sessions with students, faculty, and industry partners to gather inputs for building a successful PSM. Presentation slides from these information sessions are attached (see Appendix 9). Feedback from those who attended the meetings were positive. Suggestions were taken into consideration when developing the curriculum.

XI. COST ANALYSIS AND REVENUE SHARING MODEL

The proposed degree program is unique in many respects. The key issues to consider are:

- The TDAI will provide most of the logistic and administrative support but it is not an academic, degree-granting unit.
- The program is set up as a partnership between the departments of CSE, Statistics and Design in the Colleges of Engineering and Arts and Sciences. There is the possibility of future involvement of other academic units as more specializations are added to the program.
- The Graduate School has agreed to provide technical and administrative support.

For providing logistic and administrative support, TDAI has created the role of Internship and Student Programs Coordinator referred to as Program Coordinator throughout the proposal. Currently this position is filled by Mr. Joshua Roush who serves on the TDAI's staff. Further, it will also recruit a PSM-TDA Faculty Mentor who will oversee the academic content and the experiential aspects of the curricula. The Program Coordinator will interact with Faculty Mentor and TDAI's Faculty and Managing Directors. For all instructional matters, the Program Coordinator will work with the TDAI Faculty Director and the PSM-TDA Faculty Mentor. The Program Coordinator will work closely with the TDAI Managing Director on all matters of outreach and on discussions with our external and corporate partners. Please note that the PSM-TDA Faculty Mentor will be appointed in the imminent future.

TDAI is working with senior administration in the Colleges of Arts and Sciences, Engineering and the Graduate School and pertinent departments to create a 7-year model of projected revenues and costs. Under this proposed model, instructional costs are calculated based on a modular model of revenue sharing with the teaching colleges. The modular revenue sharing model assumes a current flat-rate compensation of \$17,000 per credit hour taught (the number is subject to change). The Graduate School will collect revenues and distribute to the College that provides the instruction.

The individual departments and colleges will decide how to allocate their compensation. A possible example is as follows: A department commits to teaching three three-credit hour courses a year, generating \$151,000 (subject to change) in instructional compensation. These funds could be used by the college to fund a tenure-track, clinical or lecturer faculty line.

This revenue model best suits the interdisciplinary nature of the program and better positions it for future expansion as additional partners become involved. This model will considerably simplify the task of welcoming additional partners.

Aggregate # of Students: We assume that 30 students will enroll each Fall in the 5-semester, part-time program. At steady state, there will be 60 students in the program in AU and SP and 30 students in SU. No attrition is currently accounted for.

Total Credit Hours: The program specifies a 33-credit hour requirement for a total of 990 credit hours taught each year.

Differential Fee: In addition to the tuition and subsidies collected, we intend to charge a differential fee for expenses.

Revenues are calculated distinguishing between **Total Revenues** and **Total Taxable Revenues**. Differential fee revenues are excluded from Total Taxable Revenues.

Instructional GTA's: We intend to employ GA teaching assistants to assist in instructional activities. Under the proposed model funding will go to the College/Department to fund a GTA.

Administrative Staff: This accounts for a 100% FTE PSM-TDA Faculty Mentor who will oversee teaching and supervising the experiential components of the program and a 50% FTE TDAI Program Coordinator.

Grad School and TDAI Tax: The graduate school and TDAI will assess a small tax (to be determined) only in the presence of a net profit.

General Supplies: Estimated costs for supplies needed to run the program (copying, advertising, etc.).

XII. ADDITIONAL RESOURCES

It is our goal that various participating units commit to providing curricular and instructional support as follows:

- Development and teaching of new courses.
- Adaptation and teaching of existing courses.
- Compensation models for TDAI and the participating Colleges and academic units for the provision of instructional, curricular, and administrative support.

To meet these requirements, TDAI will lead to define:

- Clear position descriptions and roles of the PSM-TDA Faculty Mentor, the likely recruitment of suitable candidate and her/his affiliation to participant departments. The affiliation (Computer Science, Statistics, Design, etc.) will be determined by the training and skill sets of chosen candidates.
- Curricular and Instructional support from departments. TDAI will work with Chairs and Graduate Chairs of participating departments for curriculum and instructional support. Operational and financial agreements between all participants. TDAI will enter into agreements regarding costs to all parties and institutionalize the above revenue sharing

model with all participating entities to. First it will create an agreement with the Graduate School for the administrative support of the PSM-TDA degree program. Further, TDAI and Graduate School will work administrations of participating colleges and units to create mechanisms of administrative and financial support. Appropriate agreements will be detailed in MOUs between TDAI and participating entities. It is also expected that, through tuition charges, the PSM-TDA program will provide a reliable revenue stream to TDAI and the various participating units, as per the blueprint in various MOUs. New resources committed to the TDA-PSM program will not interfere with the current pedagogical activities of the participating units if so deemed. Further, participating units will have freedom to recruit faculty of appropriate training and rank (clinical faculty, tenure track, instructors, etc.) per the market demands they operate with.

Appendix XXX

The Ohio State University Board of Trustees November 20, 2019

Topic:

Amendments to the *Rules of the University Faculty*

Context:

The University Senate has recommended revisions to the Rules of the University Faculty to address two topics:

1. Renaming the title of the “director of libraries” to the “dean of libraries”

- “Dean of libraries” is the norm in higher education, and this title conforms with the principle that tenure eligible faculty are led by deans, not directors
- Ten of the Big Ten universities employ a dean of libraries. None, other than Ohio State, employ a director of libraries
- The Office of Academic Affairs and the current director of libraries both support the proposed title change;
- The elimination of rule 3335-3-18 and the creation of rule 3335-3-28 would address this issue and be consistent with the grouping of dean positions in chapter 3335-3 as part of a longer term logical resequencing of the entire chapter by the University Senate Rules Committee.

2. Aligning grade forgiveness deadlines with withdraw deadlines

- The current deadlines for applying for grade forgiveness comes before students have any meaningful feedback about their performance and is out of sync with the deadlines for withdrawing from a course.
- The current deadline of 5 p.m. is impractical or confusing when offices officially close at a time other than 5 p.m., such as during summer hours. This has caused difficulties for students and advisors.
- Revisions to the 3335-8-27.1 grade forgiveness rule and to 3335-8-32 withdrawal from courses include practical deadlines for each term and replaces all instances of a 5 p.m. deadline with “close of business.”

Appendix XXXI

The Ohio State University
Board of Trustees

November 20, 2019

Appointments/Reappointments of Chairpersons

RICHARD BEDNARSKI, Chair, Department of Veterinary Clinical Sciences, effective September 1, 2019 through June 30, 2022

*TANYA Y. BERGER-WOLF, Director, Translational Data Analytics Institute, effective January 1, 2020 through December 31, 2024

GREGORY A. DAVIS, Chair and Associate Director for Programs, Department of Extension, effective August 1, 2019 through July 31, 2023

JOSEPH K. GOODMAN, Chair, Department of Marketing and Logistics, effective September 1, 2019 through August 31, 2023

DOROTHÉE C. IMBERT, School Director, Knowlton School of Architecture, effective July 1, 2020 through May 31, 2024

ROBERT B. LOUNT JR., Chair, Department of Management and Human Resources, effective September 1, 2019 through August 31, 2023

**BERNADETTE A. MINTON, Chair, Department of Finance, effective September 1, 2019 through August 31, 2023

DARREN ROULSTONE, Chair, Department of Accounting and Management Information Systems, effective September 1, 2019 through August 31, 2023

SCOTT D. SCHEER, Interim Chair, Department of Agricultural Communication, Education and Leadership, effective September 1, 2019 through August 31, 2020

ROBYN WARHOL, Chair, Department of English, extension through June 30, 2020

*New Hire

**Reappointment

Faculty Professional Leave Cancellations

PETER M. SHANE, Professor, Moritz College of Law, Cancellation of FPL for Autumn 2019

DANIEL P. TOKAJI, Professor, Moritz College of Law, Cancellation of FPL for Spring 2020

Emeritus Titles

DAVID A. BENFIELD, Department of Animal Sciences, with the title of Professor Emeritus, effective January 1, 2020

JULIE M. GASTIER-FOSTER, Department of Pathology, with the title of Professor-Clinical Emeritus, effective October 3, 2019

NYLA A. HEEREMA, Department of Pathology, with the title of Professor Emeritus, effective November 1, 2019

STEVEN W. RISSING, Department of Evolution, Ecology and Organismal Biology, with the title of Professor Emeritus, effective January 1, 2020

Appendix XXXII

THE OHIO STATE UNIVERSITY 423RD COMMENCEMENT

AUTUMN 2019 • DECEMBER 15, 2019 • 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

Molly Ranz Calhoun
Interim Senior Vice President for
Student Life

Processional

National Anthem

Graduates and guests led by
Ryan D. Adams
Graduate Student
School of Music

Invocation

Marla K. Flewellen
Chaplain
Department of Chaplaincy and
Clinical Pastoral Education
Wexner Medical Center

Commencement Address

Sherrod Brown
United States Senator

Conferring of Distinguished Service Award

Recipient presented by
Alex Shumate
Board of Trustees
Katherine Lien Kisker

Conferring of Degrees in Course

Colleges presented by
Bruce A. McPheron
Executive Vice President and Provost

Awarding of Diplomas

Welcome to New Alumni

James E. Smith
Senior Vice President of Alumni
Relations
President and CEO
The Ohio State University
Alumni Association

Alma Mater—Carmen Ohio

Graduates and guests led by
Ryan D. Adams

*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, December 16, at 5 p.m.

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

COMMENCEMENT ADDRESS

Sherrod Brown

Ohio's senior U.S. Senator, Sherrod Brown, is an alumnus of The Ohio State University and a distinguished elected official who has devoted his life to public service. Over the course of his career, he has advanced the interests of Ohioans and Americans alike in the name of equality, justice and dignity.

First elected to the U.S. House of Representatives in 1992, Senator Brown served Ohio's 13th Congressional District until 2007, when he was sworn in to the U.S. Senate. During his tenure in public office, he has championed workers' rights and American manufacturing, taken on Wall Street, advocated for veterans and service members, assisted communities combating the opioid crisis, promoted affordability and accessibility in

higher education and modernized federal agricultural policies.

A former instructor at Ohio State's Mansfield campus, Senator Brown has been a strong advocate for Ohio colleges and universities. He established the first-of-its-kind annual Ohio College and University Presidents Conference held in Washington, D.C., to address the higher education and job training needs of the state. In addition, he founded the Propel Ohio program to encourage civic engagement and leadership among undergraduate students.

He is also an avid supporter of My Brother's Keeper, a national organization that works to expand academic opportunities for boys and young men of color.

Prior to his election to Congress, Senator Brown served as Ohio secretary of state and was a member of the Ohio General Assembly. He is currently the ranking member of the Senate Banking Committee and a member of the Senate committees on Finance; Agriculture, Nutrition and Forestry; and Veterans' Affairs.

Born in Mansfield, Ohio, Senator Brown received his undergraduate degree from Yale University before continuing his education at Ohio State, earning master's degrees in education and public administration. He is married to Pulitzer Prize-winning columnist Connie Schultz. They live in Cleveland and have four children and seven grandchildren.

RECIPIENT OF HONORS

Katherine Lien Kisker

DISTINGUISHED SERVICE AWARD

A two-time graduate of The Ohio State University, Katherine “Kitty” Kisker has dedicated her career to fostering a more equitable and accessible higher education system. She has served Ohio State for over five decades as a faculty member, advisor and volunteer leader, throughout which she promoted student success and enhanced the welfare of the campus community.

Ms. Kisker’s relationship with the university began in 1963, when she enrolled as an undergraduate nursing student. After earning her bachelor’s degree in 1966 and master’s degree in 1967, she accepted a faculty position with Ohio State’s College of Nursing in 1968.

In addition to teaching, Ms. Kisker served as a faculty advisor for many

of the university’s premier service organizations, including Ohio Staters Inc. and Mortar Board and serving as the director of student affairs and college secretary in the College of Nursing. In those roles, she created an empowering environment for students and enabled them to lead the development and implementation of impactful community service projects.

In addition to advocating for students, Ms. Kisker also made significant contributions to academic affairs at Ohio State through her service on dozens of college and university committees. Notably, she coordinated the university’s Committee on Academic Misconduct from 1993 to 2002. During her tenure, Ms. Kisker spearheaded the rewriting of academic misconduct rules to

ensure equitable processes for both students and faculty.

Ms. Kisker is the recipient of numerous university honors, including the College of Nursing’s Distinguished Alumni and Community Service awards, the Division of Student Affairs Distinguished Service Award and The Ohio State University Alumni Association’s Josephine S. Failer and Ralph D. Mershon awards.

Now retired, Ms. Kisker continues to advance the efforts of the university. She serves on the Alumni Advisory Council as a College of Nursing representative and works to raise funds for student scholarships. She lives in Columbus, Ohio, with her husband, Richard, who is also a loyal Buckeye alumnus.

This program is not an official graduation list.

This printed program lists students who were eligible to graduate for Autumn Semester 2019, as of 5:00 p.m., December 5, 2019, 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

Jingbei Li, Wuhan, China
B.F.A. (Wuhan Conservatory of Music)
M.Music (Cleveland Institute of Music)
Music
Dr. Steven Glaser

Erik Soren Malmer, Sugar Land, TX
B.Music (University of Houston)
M.Music
Music
Dr. Karen Pierson

Shuo Shen, Jinan, China
B.A. (Shandong University of Arts)
M.Music (University of Arizona)
Music
Dr. Jan Radzynski

Binshan Zhao, Huhehaote, China
Bachelor's (Tianjin Conservatory of Music)
M.Music (University of North Carolina)
Music
Dr. David Ciampitt

Doctor of Philosophy

Guilherme Abreu Faria, Santos Dumont, Brazil
Bachelor's, M.S. (Universidade Estadual de Campinas)
Welding Engineering
Dr. Antonio Ramirez Londono

Bernice Apusiyyne Agana, Bolgatanga, Ghana
B.S. (University of Ghana)
M.S. (Missouri State University)
Ohio State Biochemistry Program
Dr. Vicki Wysocki

Garima Agarwal, Jamshedpur, India
B.Engr. (Visvesvaraya Technological University)
Pharmaceutical Sciences
Dr. Alan Kinghorn
Dr. Esperanza Carcoche de Blanco

Nima Ajam Gard, Dublin
B.S.Civ.Eng. (Amir Kabir University of Technology)
M.S.
Civil Engineering
Dr. Alper Yilmaz

Hacer Akpolat, Columbus
B.S. (Pamukkale University)
M.S.
Food Science and Technology
Dr. Luis Rodriguez-Saona

Muneer Issa Salim Al Sabbagh, Irbid, Jordan
B.S. (American University of Sharjah)
M.S. (RWTH Aachen University)
M.S.
Electrical and Computer Engineering
Dr. Longya Xu

Rasmayah Fahad A Alaybani, Columbus
Bachelor's, M.A. (Imam Muhammad ibn Saud Islamic University)
Near Eastern Languages and Cultures
Dr. Johanna Sellman

Mais Maher Badawi Aldwaik, Amman, Jordan
B.S., M.S. (University of Jordan)
Civil Engineering
Dr. Halil Sezen

Raed Ali M Almhadi, Columbus
B.S. (King Abdul Aziz University)
M.S.
Electrical and Computer Engineering
Dr. Kubilay Sertel

Faisal Faihan D Alotaibi, Columbus
B.S.Elec.Eng. (King Fahd University of Petroleum and Minerals)
M.S.
Electrical and Computer Engineering
Dr. Hesham Elgamal
Dr. Atilla Eryilmaz

Khaled A T A S A Altatbaei, Kuwait City, Kuwait
Bachelor's (Kuwait University)
M.S.
Oral Biology
Dr. Purnima Kumar

Anand Nagarajan, Mumbai, India
B.Tech. (Indian Institute of Technology Bombay)
M.S.
Mechanical Engineering
Dr. Soheil Soghrati

Jason T. Anderson, Austintown
B.S. (Youngstown State University)
Pharm.D.
Pharmaceutical Sciences
Dr. Sharyn Baker
Dr. Alexander Spareboom

Mukilan Thirunavukka Arasu, Chennai, India
B.Tech., M.Tech. (Indian Institute of Technology Kharagpur)
M.S.
Mechanical Engineering
Dr. Giorgio Rizzoni

Keivan Asadi, Columbus
B.S. (University of Tabriz)
M.S. (Iran University of Science and Technology)
Mechanical Engineering
Dr. Han Na Cho

Elias Assaf, Orlando, FL
B.A., M.A. (University of Central Florida)
M.A.
Political Science
Dr. Skyler Cramer

Teng Bao, Jiashan, China
B.Engr. (Zhejiang University of Science and Technology)
Master's (Jiangnan University)
M.S.
Chemical Engineering
Dr. Shang-Tian Yang

Shelby Lee Behnke, Dublin
B.S. (University South Carolina)
M.S.
Chemistry
Dr. Hannah Shafaat

Lisa Beiswenger, Gallitzin, PA
B.A. (Saint Francis University)
M.A. (Indiana University of Pennsylvania)
M.A. (Roehampton University)
M.A.
Anthropology
Dr. Jeffrey Cohen

Hannah Scarlett Bekebrede, Worthington
B.S. (Cedarville University)
Molecular, Cellular and Developmental Biology
Dr. Yasuko Rikihisa

Patrick Michael Taylor Bergin, Jr., St. Louis, MO
B.Mus.Ed. (University of Missouri)
M.A.
Music
Dr. Charles Atkinson

Erin Corinne Blankenship-Sefczek, Omaha, NE
B.A., M.A. (San Diego State University)
Anthropology
Dr. Debra Guatelli-Steinberg

David Douglas Bowers, Columbus
B.A. (University of The South)
M.Divinity (Nashotah House)
M.B.A. (Western Governors University)
Human Sciences
Dr. Suzanne Haring

Nathan Robert Boyer, Columbus
B.S. (University of Toledo)
M.S.
Aeronautical and Astronautical Engineering
Dr. Jack McNamara

Matthew Lawrence Buchanan, Pickerington
B.S.Elec.Eng. (Miami University)
Electrical and Computer Engineering
Dr. Joel Johnson

Abigail Francesca Buffington, Columbus
B.A. (University of Pittsburgh)
M.A. (New York University)
Anthropology
Dr. Joy McCorriston

John Quentin Buquoi III, Powell
B.S. (University of Georgia)
M.S. (Wright State University)
Chemistry
Dr. David Nagib

Yuliya Ilinichna Buquoi, Powell
B.S. (California State University)
M.P.A. (American Military University)
Slavic and East European Languages and Cultures
Dr. Ludmila Isurin

Nathaniel John Buteyn, Columbus
B.S. (Calvin College)
Molecular, Cellular and Developmental Biology
Dr. Susheela Tridandapani

Lydia Kathleen Caldwell, Grove City
B.S., M.S. (University of Dayton)
Human Sciences
Dr. William Kraemer

Daniel Marcus Canaday, Fleming
B.S., M.S.
Physics
Dr. Daniel Gauthier

Rebecca Elizabeth Cash, Columbus
B.A. (Boston University)
M.Pub.Hlth. (University of Louisville)
Public Health
Dr. Sarah Anderson

Shi Che, Hebi, China
B.S. (Nanjing University)
M.S. (University of California)
Physics
Dr. ChunNing Lau

Sheng-Lun Cheng, Columbus
B.A. (Wenzao Ursuline University of Language)
M.A. (New Mexico State University)
M.A.
Education
Dr. Kui Xie

Jongchan Choi, Wonju, South Korea
B.S., Master's (Inha University)
Electrical and Computer Engineering
Dr. Mahesh Illindala

Deepanshu Choudhary, Jaipur, India
M.S. (Indian Institute of Technology
Bombay)
Chemistry
Dr. Marcos Sotomayor

Yung Chun, Chuncheon, South Korea
B.S.Arch. (Yonsei University)
Master's (Columbia University)
Public Policy and Management
Dr. Stephanie Moulton

Seung-hun Chung, Jeju-si, South Korea
B.A., M.A. (Seoul National University)
M.A.
*Agricultural, Environmental, and
Development Economics*
Dr. Mark Partridge
Dr. Elena Irwin

Keyton Leslie Clayton, Beaver Creek
B.S. (University of Utah)
M.S.
Biophysics
Dr. Jun Liu

Nicholas Thady Cockroft, Grand Ledge, MI
B.A. (Kalamazoo College)
M.S.
Pharmaceutical Sciences
Dr. James Fuchs
Dr. Xiaolin Cheng

Sara Conroy, Upper Arlington
B.A. (Ohio Dominican University)
M.S.
Public Health
Dr. Michael Pennell
Dr. Courtney Lynch

Spencer Jerome Courts, Lewis Center
B.S., M.S. (Purdue University)
M.B.A. (University of Southern California)
Business Administration
Dr. Itzhak Ben-David

Hannah Elizabeth Dahlberg-Dodd,
Armuchee, GA
B.A. (University of Georgia)
M.A.
East Asian Languages and Literatures
Dr. Charles Quinn

Manirupa Das, Powell
B.Engr. (Goa University)
M.S. (University of Mississippi)
Computer Science and Engineering
Dr. Rajiv Ramnath
Dr. John Fosler-Lussier

Tanmoy Das, Kolkata, India
B.Engr. (Jadavpur University)
M.Tech. (Indian Institute of Technology
Madras)
M.S.
Computer Science and Engineering
Dr. Prasun Sinha

Anees M. Dauki, Columbus
B.Med., B.Surgery. (Al-Fateh University)
M.S.
Pharmaceutical Sciences
Dr. Christopher Cass
Dr. A Phelps

Elise Janine David,
Sainte-Therese, QC, Canada
B.A. (McGill University)
M.A.
History of Art
Dr. Julia Andrews

Alexander Michael Davis, Columbus
B.S. (Washington State University)
M.S.
Physics
Dr. Ilya Gruzberg

Abhilasha Vinod Dehankar, Amravati, India
B.Engr. (Institute of Chemical Tech-ICT)
M.S.
Chemical Engineering
Dr. Jessica Winter

Sajith Mevan Dharmasena,
Koswatta Nawala, Sri Lanka
B.S. (Texas Tech University)
M.S.
Mechanical Engineering
Dr. Han Na Cho

Geoffrey Raymond Dipre, Twinsburg
B.S. (University of Miami)
Earth Sciences
Dr. Leonid Polyak
Dr. Andrea Grotto

Samantha Dodbele, Alexandria, VA
B.S. (University of Virginia)
M.S. (University of North Carolina)
Ohio State Biochemistry Program
Dr. Jane-Jackman

Xiao Dong, Athens
B.S. (University of Notre Dame)
M.S. (Ohio University)
M.S.
*Agricultural, Environmental, and
Development Economics*
Dr. Henry Klaiber

Benjamin Thomas Donovan,
Minneapolis, MN
B.A. (Willamette University)
M.S. (University of Oregon)
Biophysics
Dr. Michael Poirier

Geoffrey A. Dubrow, Columbus
B.S. (University of California)
Food Science and Technology
Dr. Devin Peterson

Alexandra Zezinka Durfee,
Cranberry Township, PA
B.S. (University of Pittsburgh)
M.A.
Speech and Hearing Science
Dr. Stacy Hamish

Jennifer Lynn Dush, Columbus
B.A. (Miami University)
M.A. (The New School)
B.S.Nurs., M.S. (University of Pennsylvania)
Nursing
Dr. Jodi Ford

Carlos Josue Esquivel Palma,
El Progreso, Jutiapa, Guatemala
B.S. (Escuela Agrícola Panamericana el
Zamorano)
M.S.
Entomology
Dr. Luis Canas
Dr. Andrew Michel

Julie Marie Faieta, Pickerington
B.A., M.Oc.Theater.
Health and Rehabilitation Sciences
Dr. James Onate
Dr. Carmen DiGiovine

Timothy Dale Faw, Columbus
B.S. (Pfeiffer College)
D.Phys.Theater. (Duke University Health System)
Neuroscience Graduate Studies Program
Dr. D. Michele Basso

Nicole Renee Feeling, Columbus
B.S. (Duke University)
M.A.
Psychology
Dr. Michael Vasey

Zhiyuan Feng, Dongying, China
B.S.Mat.Sci.Eng., M.S.
Materials Science and Engineering
Dr. Rudolph Buchheit
Dr. Gerald Frankel

Allison A. Foster, Columbus
B.A. (Capital University)
M.S.
Anatomy
Dr. Kirk McHugh

Andrew J. Franjesevic, Uniontown
B.S. (Wittenberg University)
Chemistry
Dr. Christopher Haddad

Timothy S. Frey, Marysville
B.S.Agr.
Plant Pathology
Dr. Christopher Taylor

Haoyu Fu, Xiantao, China
B.Engr. (Wuhan University of Technology)
M.S.
Electrical and Computer Engineering
Dr. Yingbin Liang

Alice Rebekah Gaber, Houston, TX
B.A. (Rice University)
M.A. (Tulane University)
Greek and Latin
Dr. Benjamin Acosta-Hughes

Pooja Gangras, Thane West, India
B.Tech. (Sri Ramaswamy Memorial Institute
of Science & Technology)
Molecular Genetics
Dr. Sharon Amacher
Dr. Gauramit Singh

Ayush Arpit Garg, Columbus
B.Engr. (Birla Institute of Technology and
Science)
M.S.
Mechanical Engineering
Dr. Jonathan Song

Irene Nichole Gentzel, Marysville
B.S.
Translational Plant Sciences
Dr. David Mackey
Dr. Ana Alonso

Andika Gunadi, Wooster
B.S., M.S.
Horticulture and Crop Science
Dr. John Finer

Mengqing Guo, Xi'an, China
B.Engr. (Tsinghua University)
Chemical Engineering
Dr. Liang-Shih Fan

Qin Guo, Lanzhou, China
Bachelor's (China Agricultural University)
M.S.
Plant Pathology
Dr. Feng Qu

Sheng Guo, Guangzhou, China
B.S. (Zhejiang University)
M.S.
Mathematics
Dr. Bo Guan

Candace D. Hackney, Atlanta, GA
B.A. (Spelman College)
Education
Dr. Antoinette Miranda

Ryan Theodore Harrison, Columbus
B.A.
Speech and Hearing Science
Dr. Eric Bielefeld

James Spencer Hauck, Columbus
B.S. (Pennsylvania State University)
*Molecular, Cellular and Developmental
Biology*
Dr. Jill Rafael-Fortney

Subhashis Hazarika, Nagaon, India
B.Tech. (National Institutes of Technology,
India)
M.S.
Computer Science and Engineering
Dr. Han-Wei Shen

Wenbin He, Dongtai, China
B.Engr. (Beijing Institute of Technology)
Computer Science and Engineering
Dr. Han-Wei Shen

Gregory Scott Heinlein, Upper Arlington
B.S., M.S. (Bradley University)
Aeronautical and Astronautical Engineering
Dr. Jen-Ping Chen

Betty Josephine Hill, Canal Winchester
M.A.
Music
Dr. Julia Shaw
Dr. Jan Edwards

Carissa Christine Hipsher, Columbus
B.S. (Ball State University)
M.S. (University of Maryland)
Environmental Science
Dr. Allison MacKay
Dr. Joel Barker

November 21, 2019, Board of Trustees meeting

Yonina Hoffman, Columbus
B.A. (West Virginia University)
M.A.
English
Dr. Brian McHale

Mohammad Shahriar Hooshmand,
Mashhad, Iran
B.S. (Sharif University of Technology)
M.S.
Materials Science and Engineering
Dr. Maryam Ghazisaeidi

Rachel Hopkin, Dublin
Diploma (Liszt Ferenc Academy of Music)
B.Music (Trinity Laban)
M.A. (Western Kentucky University)
English
Dr. Amy Shuman

Boxue Hu, Qinhuangdao, China
Bachelor's (Harbin Institute of Technology)
Master's (University of Chinese Academy
of Sciences)
Electrical and Computer Engineering
Dr. Jin Wang

Meng Huang, Shanghai, China
Bachelor's (Shandong University of
Technology)
Master's (Tongji University)
M.S.
Mechanical Engineering
Dr. Mrinal Kumar

Jerad Robert Jaborek, Vesper, WI
B.S. (University of Wisconsin)
M.S.
Animal Sciences
Dr. Alejandro Relling

Deeksha Jain, Gurgaon, India
Bachelor's (Institute of Chemical
Technology-ICT)
M.S.
Chemical Engineering
Dr. Anne Co
Dr. Umit Ozkan

Heon Jeon, Jeonju, South Korea
B.A. (Wonkwang University)
M.A. (Sogang University)
M.S. (University of Pennsylvania)
Education
Dr. Alan Hirvela

Mengxuan Jia, Zhenjiang, China
B.S. (Nanjing University)
Chemistry
Dr. Vicki Wysocki

Christofer Michael Johnson, Westerville
B.A. (University of South Carolina)
M.A.
English
Dr. Dorothy Noyes

Jared Matthew Jones, Alexandria, VA
B.A. (West Virginia University)
M.A.
English
Dr. Roxann Wheeler

Lisa Ann Juckett, Columbus
B.S., M.Occ.Theer. (Quinnipiac University)
Social Work
Dr. Alicia Bunger

Jooheon Kang, Seoul, South Korea
B.A. (Hanyang University)
M.Educ. (University of Pennsylvania)
Education
Dr. Youngjoo Yi

Minhee Kang, Changwon, South Korea
B.S. (Indiana University of Pennsylvania)
Chemistry
Dr. Zhengrong Wu

Codruta P. Kwar, Columbus
B.A., M.A. (Syracuse University)
Human Sciences
Dr. Suzanne Haring

Brittney Lee Keller-Hamilton, Findlay
B.S.Hum.Ecol., M.Pub.Hlth.
Public Health
Dr. Amy Ferketich

Marjorie Kelley, New Albany
B.S.Nurs., B.S.All.Hlth.Prof.
M.S. (University of Washington)
Nursing
Dr. Sharon Tucker

Fenella Kate Kennedy,
London, United Kingdom
B.A.Honors (Trinity Laban)
Dance
Dr. Karen Elliot

Meraj Ahmed Khan, Columbus
B.Engr. (University of Mumbai)
M.S.
Computer Science and Engineering
Dr. Arbab Nandi

Inyun Kim, Columbus
B.A., M.A. (Seoul National University)
History
Dr. David Stebenne

Jonelle Jean Knapp, Hilliard
B.S.Nutrition, O.D.
Vision Science
Dr. Dean VanNasdale

Daniel Knapper, Columbus
B.A. (Calvin College)
Master's (University of Virginia)
English
Dr. Hannibal Hamlin

Jonathan Wayne Kochensparger, Kettering
B.S.Educ., M.Educ. (Wright State University)
Theatre
Dr. Lesley Ferris

Christopher Joseph Kovacs, Columbus
B.S.Mat.Sci.Eng., M.S.
Materials Science and Engineering
Dr. Michael Sumption

Sriram Krishnaswamy, Chennai, India
B.Engr., M.S. (Birla Institute of Technology
and Science)
M.S. (University of Florida)
Mechanical Engineering
Dr. Mrinal Kumar

Reed Michael Kurtz, Columbus
B.A. (Butler University)
M.A.
Political Science
Dr. Alexander Wendt
Dr. Joel Wainwright

Kathryn Jane Lang, Lancaster
B.S., M.A.
History
Dr. Christopher Otter

Simon Murdoch Lavis,
Plymouth, United Kingdom
B.Laws (Swansea University)
M.A. (University of East Anglia)
M.A.
Communication
Dr. Emily Moyer-Guse

Hyoseon Lee, Fort Lee, NJ
B.S. (Chonnam National University)
B.A. (Hankuk University of Foreign Studies)
M.A. (Asbury University)
Education
Dr. Alan Hirvela

Su-Jeong Lee, Columbus
B.S., M.S. (Kyung Hee University)
Physics
Dr. Klaus Honscheid

Anthony James Lefeld, St. Henry
B.S. (University of Notre Dame)
M.S.
Physics
Dr. Brian Winer

Xuefei Li, Laihui, China
Bachelor's (Ocean University of China,
Qingdao)
Master's (University of International
Business and Economics)
Arts Administration, Education and Policy
Dr. Margaret Wyszomirski

Jiayong Liang, Guangzhou, China
B.S., M.S. (Sun Yat-sen University)
Geography
Dr. Desheng Liu

Lin Lin, Yulin, China
Bachelor's, Master's (Renmin University of
China)
M.A.
Economics
Dr. Kurt Lavetti

Yuzhou Liu, Xi'an, China
B.Engr. (Xi'an Jiaotong University)
M.S.
Computer Science and Engineering
Dr. Deliang Wang

Lauren Marie Loftus, Columbus
B.S. (Ohio University)
Chemistry
Dr. Claudia Turro

Dajijafan Mao, Columbus
B.Engr. (North China Electric Power University)
M.S.
Electrical and Computer Engineering
Dr. Jiansheng Wang

John Michael Maroli, Lakewood
B.S.Elec.Cptr.Eng., M.S.
Electrical and Computer Engineering
Dr. Umit Ozguner
Dr. Keith Redmill

Dimitria Amelia Mathys, West Mansfield
B.S. (Rutgers University-New Brunswick)
M.Pub.Hlth. (George Washington University)
D.V.M. (University of Pennsylvania)
Comparative and Veterinary Medicine
Dr. Thomas Wittum

Eric Thomas McClure, York, PA
B.S. (Millersville University of Pennsylvania)
M.S.
Chemistry
Dr. Patrick Woodward

Ahmed Menevseoglu, Sivas, Turkey
B.S. (Aiyon Kocatepe University)
M.S. (Ankara University)
Food Science and Technology
Dr. Luis Rodriguez-Saona

Diana Lynn Messer, Redding, CT
B.S. (Southern Connecticut State University)
M.S. (Mercyhurst University)
Anatomy
Dr. Amanda Agnew

Sarah Rebecca Mielke, Hilliard
B.S. (State University of New York College
of Environmental Science and Forestry)
M.Pub.Hlth.
Comparative and Veterinary Medicine
Dr. Rebecca Garabed

Yousef Mohammadi Darestani, Columbus
B.S. (University of Tehran)
M.S. (Sharif University of Technology)
Civil Engineering
Dr. Abdollah Shafieezadeh

Sara Michelle Mueller, Columbus
B.S. (Colorado State University)
M.S.
Physics
Dr. Jay Gupta

Chiranjit Mukherjee, Columbus
Bachelor's (Maulana Abul Kalam Azad
University of Technology)
M.S.
*Integrated Biomedical Science Graduate
Program*
Dr. Eugene Leys

Sourabh Gangadhar Nadgouda, Pune, India
B.Engr. (Institute of Chemical Tech-ICT)
Chemical Engineering
Dr. Liang-Shih Fan

Krystal Annines Navarro-Acevedo, Wooster
Bachelor's (University of Puerto Rico)
M.S.
Plant Pathology
Dr. Anne Dorrance

Lisa Nguyen, Heath
B.S. (Millersville University of Pennsylvania)
Chemistry
Dr. Terry Gustafson

Bhuvii Swarna Lalitha Nirudhoddi,
Hyderabad, India
B.S. (Purdue University)
M.S.
Materials Science and Engineering
Dr. Glenn Daehn

Marliese Dion Nist, Galena
B.A. (University of Virginia)
B.S.Nurs., M.S.
Nursing
Dr. Rita Pickler

Hyun Jo Oh, Gumi, Korea
B.Com.Three (Keimyung University)
M.A.
Education
Dr. Alan Hirvela
Dr. Youngjoo Yi

Congrong Ouyang, Wuhan, China
B.S.Bus.Adm., M.S.
Human Sciences
Dr. Sherman Hanna

Chloe Page, East Grand Rapids, MI
B.A. (Kalamazoo College)
M.S.
Neuroscience Graduate Studies Program
Dr. Laurence Coutellier

Joonsuk Park, Iksan-si, South Korea
B.A., M.A. (Seoul National University)
M.A., M.S.
Psychology
Dr. Patricia Van Zandt
Dr. Brandon Turner

Mi Seul Park,
Pyeongtaek-si, Gyeonggi-do, South Korea
B.S. (Duksung Women's University)
M.S. (Seoul National University)
Chemistry
Dr. Kotaro Nakanishi

Saemi Park, Seoul, South Korea
B.A., M.A. (Sungkyunkwan University)
M.A. (Fordham University)
Psychology
Dr. Paulus De Boeck

Natasha Pettinger, Cody, WY
B.A., B.S. (Montana State University)
Chemistry
Dr. Bern Kohler

Benjamin Pfeifer, Ann Arbor, MI
B.A. (University of Notre Dame)
M.A.
Psychology
Dr. Daniel Strunk

Lora A. Phillips, Solon
B.A. (Kent State University)
M.A.
Sociology
Dr. Rachel Dwyer

Christopher John Pierce, New Haven, CT
B.Music (Oberlin College)
M.S.
Physics
Dr. Ratnasingham Sooryakumar

Vedud Purde, Columbus
B.S. (San Francisco State University)
Ohio State Biochemistry Program
Dr. Dmitri Kudryashov

Qian Qian, New York, NY
B.S. (Dalian University of Technology)
M.S.
Statistics
Dr. Vincent Vu
Dr. Yunzhang Zhu

Jonathan Andrew Race, Columbus
B.S. (University of Utah)
Biostatistics
Dr. Michael Pennell

Apoorva Sathya Rama, Columbus
B.S. (State University of New York at
Binghamton)

M.A.
Economics
Dr. Audrey Light

Molly C. Reinhoudt, Columbus
B.A., M.A.
Music
Dr. Graeme Boone

Sarah Ann Reisinger, Columbus
B.S. (Purdue University)
M.Pub.Hlth. (Indiana University Purdue
University Indianapolis)
Public Health
Dr. Mary Wewers

Xianjie Ren, Wooster
B.Engr. (East China University of Science
and Technology)
M.S. (University of Akron)
*Food, Agricultural and Biological
Engineering*
Dr. Katrina Cornish

Joao Vinicius Ribeiro Leite Silva,
Maceio, Brazil
B.Engr. (Federal University of Alagoas)
M.S.
Chemical Engineering
Dr. James Rathman

Christopher Bennett Riley, Columbus
B.S. (University of Maryland)
Entomology
Dr. Mary Gardiner

Alfredo Rafael Roa Henriquez,
Barranquilla, Colombia
B.S. (Universidad del Norte)
Master's (Pontificia Universidad Javeriana)
M.S. (University of Florida)
Public Policy and Management
Dr. Noah Dormady
Dr. Robert Greenbaum

Sebastian Andres Romo Arango,
Medellin, Colombia
Titulo.Bach., Magister (Universidad
Nacional de Colombia)
Welding Engineering
Dr. Antonio Ramirez Londono

Cristian Rostiti, Mapello, Italy
Laurea, Master's (Politecnico di Milano)
Mechanical Engineering
Dr. Marcello Canova
Dr. Andrea Serrani

James Rudolph Rowland IV, Columbus
B.S., Bachelor's (North Carolina State
University)
Physics
Dr. Mohit Randeria

James R. Rule, Delaware
B.S.Weld.Eng., M.S.
Welding Engineering
Dr. Boian Alexandrov

Seckin Sahin, Columbus
B.S. (Bilkent University)
M.S.
Electrical and Computer Engineering
Dr. Kubilay Sertel

Brittney Leigh Schirda,
Cranberry Township, PA
B.S. (University of Pittsburgh)
M.A.
Psychology
Dr. Ruchika Prakash

Elizabeth Koss Schmidt, Mason
B.S. (Lindenwood University)
M.Occ.Ther.
Health and Rehabilitation Sciences
Dr. Amy Darraugh

Matthew Alan Sermersheim, Goshen, KY
B.S. (University of Kentucky)
*Integrated Biomedical Science Graduate
Program*
Dr. Jianjie Ma

Tiffany Marie Shader, Yorba Linda, CA
B.A. (Biola University)
M.A. (University of North Carolina)
Psychology
Dr. Theodore Beauchaine

Ji Won Shin, Columbus
B.S.Nurs., Master's (Ewha Woman's
University)
Nursing
Dr. Mary Happ

Matthew Souba, Columbus
B.A. (Franklin and Marshall College)
M.S. (London School of Economics and
Political Science)
Master's (University of Saint Andrews)
Philosophy
Dr. Neil Tennant

Ashley Danielle Stewart, Wooster
B.S. (Illinois College)
M.S. (University of Nebraska)
Translational Plant Sciences
Dr. Andrew Michel
Dr. Joshua Blakeslee

Jeffrey Raymond Stewart, Madeira
B.S.Weld.Eng., M.S.
Welding Engineering
Dr. Boian Alexandrov

Jiankai Sun, Heze, China
B.Engr., Master's (Shandong University)
M.S.
Computer Science and Engineering
Dr. Srinivasan Parthasarathy

Christian Supiot, Columbus
Licenciado, M.A. (University of Valladolid)
Diploma (University of Valencia)
M.A. (University of Iowa)
Spanish and Portuguese
Dr. Lisa Voigt

Arie Hadipriono Tan, Hilliard
B.S., M.S., M.Appl.Stats.
Geodetic Science and Surveying
Dr. Michael Durand
Dr. Tarunjit Butalia

Rodney Willis Tollerson II, Homewood, IL
B.S. (University of Arizona)
Microbiology
Dr. Michael Ibbra

Joni Lynn Tornwall, Pickerington
B.S.Nurs. (University of Texas Medical
Branch at Galveston)
M.Educ. (Ohio University)
Education
Dr. Kui Xie

Kevin Scott Vrevich, Middletown, CT
B.A. (University of Wisconsin)
M.A. (State University of New York at
Binghamton)
History
Dr. John Brooke

Hugh David Walpole, Bethesda, MD
B.A. (University of Maryland)
M.S.
Environment and Natural Resources
Dr. Robyn Wilson

Cheng Wang, Qingdao, China
B.S. (China University of Petroleum)
Chemistry
Dr. Rafael Bruschweiler

Qi Wang, Columbus
Bachelor's (Xidian University)
M.S. (New Jersey Institute of Technology)
Electrical and Computer Engineering
Dr. Robert Burkholder

Yaxian Wang, Beijing, China
B.Eng., Master's (University of Science and Technology Beijing)
Materials Science and Engineering
Dr. Wolfgang Windl

Zeyu Wang, Wuhu, China
Bachelor's (Central South University of Forestry and Technology)
M.S.
Civil Engineering
Dr. Abdollah Shafieezadeh

Lindsay Alison Warrenburg, Little Silver, NJ
B.A. (University of Pennsylvania)
M.A.
Music
Dr. Daniel Shanahan

Andrew Welsh Weiland, Logan
B.A. (Ohio University)
M.A.
Anthropology
Dr. Kristen Gremillion

Lauren Rachel Wengerd, Wooster
B.S.Bus.Adm.
M.S. (Medical University of South Carolina)
Health and Rehabilitation Sciences
Dr. Amy Darragh

Maximilian Simeon Westphal, Columbus
B.S. (University of Wisconsin)
Biophysics
Dr. Anil Pradhan

Avery Fox White, Pittsburgh, PA
B.A. (Middlebury College)
J.D. (Yale University)
M.A.
Political Science
Dr. Eric MacGivray
Dr. Michael Neblo

Shanka Nirmal Wijesundara, Columbus
B.S. (University of Massachusetts Amherst)
M.S.
Electrical and Computer Engineering
Dr. Joel Johnson

Hope Marshall Wilson, Pittsburgh, PA
B.A. (Haverford College)
M.A. (University of Arizona)
M.A.
Slavic and East European Languages and Cultures
Dr. Ludmila Isurin

Stevin Wilson, Thiruvalla , Kerala, India
B.Tech. (National Institute of Technology, Calicut)
Molecular Genetics
Dr. Amanda Bird

Tyler Aron Wilson, Springfield
B.S., M.S.
Pharmaceutical Sciences
Dr. James Fuchs

Izolda Wolski-Moskoff, Columbus
B.A. (Nicolaus Copernicus University in Torun)
M.A. (La Salle University)
Slavic and East European Languages and Cultures
Dr. Ludmila Isurin

Nicole Ann Woodard, Columbus
B.S. (Creighton University)
Pharmaceutical Sciences
Dr. Esperanza Carcoche de Blanco

Lauren Allison Woodward, Mount Vernon
B.S. (Mount Vernon Nazarene University)
Molecular Genetics
Dr. Guramit Singh

Jian Wu, Columbus
B.S. (Soochow University, China)
M.S. (Zhejiang University)
Molecular, Cellular and Developmental Biology
Dr. David Bisaro

Yi-Ping Wu, Tainan, Taiwan
B.A. (National Chengchi University)
M.A. (National Taiwan University)
Theatre
Dr. Stratos Constantinidis

Yu Wu, Shi Jiazhuang, China
B.S.Elec.Eng. (Xi'an Jiaotong University)
Electrical and Computer Engineering
Dr. Liang Guo

Wenna Xi, Chongqing, China
B.S. (Northwest Normal University)
M.S. (University of Science and Technology of China)
M.S.
Biostatistics
Dr. Catherine Calder

Chao Xu, Columbus
B.S. (Zhejiang University)
Mathematics
Dr. Henri Moscovici

Luyao Xu, Suzhou, China
Bachelor's (University of Electronic Science and Technology of China)
M.S.
Electrical and Computer Engineering
Dr. Caglar Yardim

Chengcong Xue, Shanghai, China
B.S. (Beijing University of Chemical Technology)
M.S.
Chemistry
Dr. Claudia Turro

Iku Yoshimoto, Tokyo, Japan
B.A., M.A. (University of Tokyo)
M.A.
Political Science
Dr. Christopher Gelpi

Yongze Yu, Wuhu, China
B.S. (Lanzhou University)
M.S.
Chemistry
Dr. Yiyang Wu

Enrico Zammarchi, Cesena, Italy
Laurea, Magister (University of Bologna)
Comparative Studies
Dr. Barry Shank
Dr. Dana Renga

Lin Zhang, Binzhou, China
Bachelor's, Master's (Jilin University)
Industrial and Systems Engineering
Dr. Allen Yi

Lu Zhang, Tianjin, China
B.Eng., Master's (Jilin University)
Food, Agricultural and Biological Engineering
Dr. Frederick Michel

Yiran Zhang, Hefei, China
Bachelor's (Anhui Agricultural University)
M.S. (Georgia Southern University)
M.S.
Biostatistics
Dr. Kellie Archer

Marcus Daniel Ziemann, Columbus
B.A. (Bowdoin College)
Greek and Latin
Dr. Carolina Lopez-Ruiz

Chengzhe Zou, Tai'an, China
B.S., M.S. (Northwestern Polytechnical University, Xi'an)
Mechanical Engineering
Dr. Ryan Harme

Doctor of Education

Jermaine Kennedy, Columbus
B.A.
M.Ed. (University of Cincinnati)
Education

Lorraine Levels, Kapolei, HI
B.A. (Spelman College)
M.A.Teach. (University of Southern California)
Education

Aaron David Moore, Ostrander
B.Mus.Ed., M.A.
Education

Doctor of Nursing Practice

Lucia Marie Jenkusky, Lewis Center
B.S.Nurs.
M.S. (State University of New York at Stony Brook)
Nursing

Claire Elizabeth McIntyre, Columbus
B.A., B.S.Nurs., M.S.
Nursing

Specialist in Education

Dorothy Jean Sutton, Dublin
B.F.A., B.A. (Miami University)
M.A., M.Educ.
Education

Master of Actuarial and Quantitative Risk Management

Guanqian Wang, Jinzhong, China
B.S.
Actuarial and Quantitative Risk Management

Zhe Wang, Beijing, China
B.S.
Actuarial and Quantitative Risk Management

Master of Applied Clinical and Preclinical Research

Olubukola Olunbunmi Akintade, Raleigh, NC
B.Pharm. (Obafemi Awolowo University)
Applied Clinical & Preclinical Research

Lisa Marie Crews, Columbus
B.S. (Franklin University)
B.S.Nurs. (Capital University)
Applied Clinical & Preclinical Research

Allison Kelsey Grau, Beaver, PA
B.A. (Pennsylvania State University)
M.A. (Chatham University)
Applied Clinical & Preclinical Research

Nina Joyce, Bay Village
Bachelor's (Latin University of Costa Rica - Heredia)
Applied Clinical & Preclinical Research

Thomas James Lockhart, Willoughby
B.S.
Applied Clinical & Preclinical Research

Matthew Lee Morrow, Sabina
B.S. (University of Cincinnati)
B.A.
Applied Clinical & Preclinical Research

Julia Frances Ryan, Monclova
B.S. (University of Dayton)
Applied Clinical & Preclinical Research

Kenneth Sterns, Baltimore, MD
B.S. (University of Arizona)
B.S. (University of Texas Health Science Center)
Applied Clinical & Preclinical Research

Master of Applied Economics

Andrew Paul Borst, Columbus
B.A. (New York University)
Applied Economics

Nicholas Earl Dysle, East Canton
B.Bus.Adm. (Kent State University)
Applied Economics

Master of Applied Statistics

Daokun Sun, Columbus
B.S. (Wuhan University)
Ph.D.
Statistics

Sean Patrick Trende, Delaware
B.A. (Yale University)
J.D., M.A. (Duke University)
Statistics

Guanqian Wang, Jinzhong, China
B.S.
Statistics

Master of Arts

Samuel Tustin Adams IV, Columbus
B.S., Bachelor's, M.Acct. (Tulane University)
Accounting and Management Information Systems

Nicole Marie Ahomed, Cary, NC
B.S.Educ.
Education

Erick Axse, Cave Springs, AR
B.A. (University of Arkansas)
Sociology

Coralia Teodora Balasca, Columbus
B.A. (Furman University)
Sociology

Jacob Beard, Columbus
B.A. (Northwest Missouri State University)
M.A. (Miami University)
Slavic and East European Languages and Cultures

Christina Bijou, Waldorf, MD
B.A. (University of Maryland)
Sociology

Eungang Choi, Columbus
B.A. (Handong Global University)
Master's (KDI School of Public Policy and Management)
Sociology

Julie Ann Roark Clark, Marysville
B.S.Nurs. (Capital University)
Education

Amber J. Coffey, Columbus
B.S.Educ. (Ohio University)
Public Policy and Management

Chandra Brie Cox, Pickerington
B.S.Educ. (Ohio University)
Education

Vinicius De Melo Justo, Columbus
Titulo.Bach., Titulo.Mast.
(Universidade de Sao Paulo)
Political Science

Daniel Eduardo Diaz Espinosa, Columbus
B.A. (National Autonomous University of Mexico)
M.A. (El Colegio de Mexico)
Economics

Stephanie Marie DiFilippo, Gahanna
B.A. (West Virginia University)
Bioethics

Ellen Elizabeth Dossey, Columbus
B.A. (Macalester College)
M.A. (University of York)
Linguistics

John Michael Eckenrode, Columbus
B.A. (Bluffton University)
Education

Robert Wayne Gammon Pitman, Cincinnati
B.S.Chem.Eng., M.S.
Education

Seogyoung Gu, Westerville
B.A., M.A. (Sungkyunkwan University)
Slavic and East European Languages and Cultures

Tierney Anne Hankenhof, Worthington
B.S. (University of Dayton)
Education

Andrew Hascher, Delaware
B.S. (Bowling Green State University)
Slavic and East European Studies

Antonio de Jesus Hernandez, Columbus
B.A., M.A. (San Jose State University)
Linguistics

Jaimee Hilton, Pataskala
B.S.Educ.
Education

Kara Ann Hooser, Hilliard
B.A. (North Carolina State University)
M.A. (Saint Mary's University, Texas)
Political Science

Minseon Ku, Columbus
B.A., Master's (Yonsei University)
Political Science

Nelson Victor Lindgren, Columbus
B.S. (University of Oregon)
Economics

Travis Lucas, Orient
B.S.Agr.
Education

Karen Marie Mancl, Columbus
B.S. (University of Wisconsin)
M.S. (University of Texas at Dallas)
Ph.D. (Iowa State University)
M.A.
Public Policy and Management

Kristen Marie McCormack, Glenwood, NJ
B.A., B.S. (University of Massachusetts)
Speech-Language Pathology Program

Jenna Ott, Columbus
B.A. (Berea College)
Education

David August Peterson, Columbus
B.A. (University of Chicago)
Political Science

Cheri Marie Pettey, Chicago, IL
B.A., M.A. (Northern Illinois University)
Bioethics

Kayo Puthawala, Columbus
B.A. (University of Tsukuba)
East Asian Languages and Literatures

Edward Jeremiah Roberts, Columbus
B.A. (Denison University)
Public Policy and Management

Nataliya Rubinchik, Columbus
B.A., M.A. (City University of New York, Hunter College)
Psychology

Angela Isabella Saulsbery, Columbus
B.S. (Northeastern University)
Psychology

Paul Steven Scotti, Columbus
B.A. (George Washington University)
Psychology

Jocelyn D. Shoemake, Mansfield
B.A. (University of Chicago)
M.Pub.Hlth. (University of Pittsburgh)
Psychology

Laura Therese Simon, Muskegon, MI
B.A. (Saint Mary's College)
Psychology

Lisa Michelle Smith, Westerville
B.S. (Calvin College)
M.S. (Bowling Green State University)
Education

Jingna Song, Puyang, Henan, China
Bachelor's (Beihang University)
Education

Matthew Speary, Mercersburg, PA
B.A. (West Virginia University)
Political Science

Raymond Michael Stahl, Shorewood, IL
B.A. (University of Chicago)
M.S., Master's (University of Illinois)
Accounting and Management Information Systems

Ariana June Steele, Auburn, WA
B.A. (Northwestern University)
Linguistics

Lauren Bruce Stets, Galena
B.A.
Public Policy and Management

Jennifer Lee Thomas, Nashport
B.S.Educ. (Ohio University)
Education

Michael Thomas Thornburg, Cleveland
B.A. (University of North Carolina)
Education

Sydney Vaterlaus, Dublin
B.S. (Brigham Young Univ Hawaii)
Education

Riley Dane Wagner, Attica
B.A.
Linguistics

Andrew Joseph Winkel, Bexley
B.S.Comm. (Ohio University)
J.D. (Ohio Northern University)
Public Policy and Management

Mollie Elizabeth Wright, Uniontown
B.S.Educ. (University of Akron)
Education

Mingye Yang, Lianyungang, China
B.A. (Miami University)
Education

Ashley Nicole Zaborniak, Columbus
B.S.Humn.Ecol.
Education

Chenyao Zhang, Beijing, China
B.A. (Franklin and Marshall College)
Sociology

Xiyue Zhang, Changchun, China
Bachelor's (Nankai University)
East Asian Studies

Xiyue Zhang, Changchun, China
Bachelor's (Nankai University)
Film Studies

Jessica Marie Zupkovich, Columbus
B.S.Hlth.Reh.Sci.
Bioethics

Master of Business Administration

Jason Scott Bennecoff, Medina
B.S. (Grove City College)
Business Administration

Kevin Donahue Beran, New Albany
B.S. (University of Maryland)
Business Administration

Beth Y. Besecker, Columbus
B.A., Doctorate (University of Toledo)
M.D. (Medical College of Ohio)
Business Administration

Arpita Dube, Lewis Center
B.Engr. (Rajiv Gandhi Proudyogiki
Vishwavidyalaya)
Master's (University of Cincinnati)
Business Administration

Patrick Lawrence Eberle, Plain City
B.S.Hsp.Mgt.
Business Administration

Neetha Chagatoor Rudramuni Gowda,
Lewis Center
B.Engr. (Visvesvaraya Technological
University)
Business Administration

Taylor Alexandra Greely, Columbus
B.A.
Business Administration

Raghavendra R. Hegde, Lewis Center
B.Tech. (Visveswaraiiah Technological
University)
M.S., Ph.D. (University of Tennessee)
Business Administration

Adam Hensel, Gahanna
B.S.Mech.Eng. (Ohio University)
Business Administration

Andrew Johnson Hill, Columbus
B.A. (University of Dayton)
Business Administration

Bradley Anthony Kaplan, Columbus
B.S.Civ.Eng.
Business Administration

Dennis M. Kelly, Jr., Hilliard
B.S.Bus.Adm. (Central Michigan University)
Business Administration

Jaikumar Krishnamoorthy, Dublin
B.Engr., B.Tech. (Anna University)
Business Administration

Teng Lun, Dublin
B.A., B.S.Bus.Adm.
Business Administration

Crystal N. Marini, West Chester
B.A.
Business Administration

Andrew Scott Martin, Lakewood
B.S.Ind.Sys.Eng.
Business Administration

Elizabeth Anne McClurg, Tipp City
B.A.
Business Administration

Divya Rani Patra, Delaware
B.Tech. (KIIT University)
Business Administration

Robert Shane Paul, Columbus
B.F.A. (Stetson University)
M.Music, M.Acct.
Business Administration

Christopher Poelking, Columbus
B.S.Civ.Eng. (Purdue University)
Business Administration

Smitha Jaya Sasindran, Powell
Bachelor's (West Bengal University of
Animal & Fishery Science)
M.S. (University of Texas at San Antonio)
Business Administration

Michael James Storm, Columbus
B.A. (Brigham Young University)
Business Administration

Jaclyn Ilyse Hirsch Szaruga, Cleveland
B.A.
Business Administration

Anuj Thirwani, Powell
B.S.Pharm.Sci., Pharm.D.
Business Administration

John Christian Thompson, Powell
B.S.Bus.Adm., B.S.
Business Administration

Gregory Joseph Trusz, Columbus
B.S.Bus.Adm. (Bowling Green State
University)
Business Administration

Alexandro I. Volakis, Grove City
B.S.Bus.Adm.
Business Administration

Alison Rich Walker, Powell
B.S. (State University of New York at
Buffalo)
M.D. (University of Rochester)
M.Pub.Hlth.
Business Administration

Master of Business Logistics Engineering

Zhenjie Chao, Changchun, Jilin, China
Bachelor's (Central University of Finance
and Economics)
Business Logistics Engineering

Ling Dai, Changsha, China
B.S. (Purdue University)
Business Logistics Engineering

Huinan Guo, Dalian, China
Bachelor's (Dongbei University of Finance
and Economics)
Business Logistics Engineering

Xuanye Guo, Hancheng, China
B.S. (Purdue University)
Business Logistics Engineering

Qixin Hu, Deyang, China
B.Engr. (Southwest Jiaotong University)
Business Logistics Engineering

Qing Jia, Lulong, Qinhuangdao, China
B.Engr. (Hebei Polytechnic University)
M.S. (Beijing Institute of Technology)
Business Logistics Engineering

Alexander Jon-William Lovo, Dublin
B.S. (United States Military Academy)
Business Logistics Engineering

Xinchu Luo, Yiwu, China
Bachelor's (Anhui University)
Business Logistics Engineering

Wei Ma, Beijing, China
Bachelor's (China Agricultural University)
Business Logistics Engineering

Lucas Alexander Mairal-Cruz, Cincinnati
B.S.Aero.Astro.Eng.
Business Logistics Engineering

David Khoi Nguyen, Pickerington
B.S.Aero.Astro.Eng., B.S.
Business Logistics Engineering

Siyang Sang, Chongqing, China
Bachelor's (Southeast University)
Business Logistics Engineering

Rui Sun, Chongqing, China
B.Engr. (Beijing University of Posts and
Telecommunications)
Business Logistics Engineering

Erin Wildofsky, Columbus
B.S.Ind.Sys.Eng.
Business Logistics Engineering

Zhenghui Wu, Zhangjiagang, China
B.S. (University of California)
Business Logistics Engineering

Keyi Xu, Jiashan, China
B.S. (Virginia Polytechnic Institute and State
University)
Business Logistics Engineering

Hongxu Xue, Yichang, China
B.Engr. (Civil Aviation University of China)
Business Logistics Engineering

Yijing Yao, Shanghai, China
Bachelor's (Shanghai Maritime University)
Business Logistics Engineering

Liyuan Yu, Suzhou, China
B.Engr. (Southwest Jiaotong University)
Business Logistics Engineering

Shuyi Yu, Columbus
B.S. (Southwestern University of Finance
and Economics)
Business Logistics Engineering

Master of Business Operational Excellence

Nick Bauer, Belleville, IL
B.S. (Southern Illinois University Carbondale)
Business Operational Excellence

Sheila R. Bennett, Pickerington
B.A.
Business Operational Excellence

Lois Ann Bernhardt, Westerville
M.Phys.Ther. (University of Wisconsin)
D.Phys.Ther. (University of St. Augustine for
Health Sciences)
Business Operational Excellence

Hannah R. Birkholz, Pemberville
B.S. (University of Wisconsin)
Business Operational Excellence

Megan M. Board, Columbus
B.A. (Fordham University)
Business Operational Excellence

Ryan Stewart Bode, Powell
B.S. (John Carroll University)
M.D.
Business Operational Excellence

Christine A. Buehler, Columbus
B.S. (Miami University)
Business Operational Excellence

Nicholas Burnell, East Lansing, MI
B.S. (Michigan State University)
Business Operational Excellence

Matthew Cambridge, Whitestown, IN
B.A. (Indiana University Purdue University
Indianapolis)
Business Operational Excellence

Paula Cole, Middletown, MD
B.A. (North Central College)
Business Operational Excellence

Edward W. Cooner, Chapel Hill, NC
B.A. (Johns Hopkins University)
Business Operational Excellence

Tara E. Cosgrove, Columbus
B.S. (University of Florida)
M.D. (Florida State University)
Business Operational Excellence

Penny E. Craig, Portsmouth, VA
Diploma (Sentara College of Health Sciences)
B.S. (Virginia Commonwealth University)
Business Operational Excellence

Michael A. Doss, Dublin
B.A.
Business Operational Excellence

Derek W. Flinn, Gahanna
B.A. (Azusa Pacific University)
Business Operational Excellence

Morganna E. Foor, Canal Winchester
B.Bus.Adm. (University of Phoenix)
Business Operational Excellence

Stacie G. Gecse, Columbus
B.S.Allid.Hlth.Prof.
Business Operational Excellence

Alissa M. Guarneri, Spring Hill, FL
B.S. (University of Florida)
M.D. (Ross University)
Business Operational Excellence

LaQuenta Jones, Euclid
B.A. (Chancellor University)
M.B.A. (Lake Erie College)
Business Operational Excellence

John Keep, Powell
B.S. (DeVry University)
Business Operational Excellence

Lisa Marie Lawrence, Upper Sandusky
B.A.
Business Operational Excellence

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Business Operational Excellence

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Business Operational Excellence

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Business Operational Excellence

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Navo Emmanuel, Indianapolis, IN
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City and Regional Planning

Ciaran James Glynn, Columbus
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M.PubLadm.
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Environment and Natural Resources

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Health Services Management and Policy

Master of Human Resource Management

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Education

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Education

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B.Tech. (National Institutes of Technology,
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M.Philos. (Hong Kong University of Science
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M.S. (University of Michigan)
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B.S.Elec.Eng. (Chongqing University)
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Kai Wen Liu, Kaohsiung City, Taiwan
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Alexandra Taylor, Lafayette, CA
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Bachiller, Titulo.Bach. (Universidad de San
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Karen Wang, New Taipei City, Taiwan
B.S. (Taipei Medical University)
Food Science and Technology

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B.Engr. (Northwestern Polytechnical University, Xi'an)
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Lyang Suan Wang, Paka, Malaysia
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Statistics

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Yi Wei, Columbus
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Holly Jean Wendell, Litchfield
B.S.Mat.Sci.Eng.
Biomedical Engineering

Megan Elizabeth West, Columbus
B.S.Civ.Eng.
Civil Engineering

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B.S.Aero Astro.Eng.
Aeronautical and Astronautical Engineering

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Human Sciences

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Bachelor's (Xiamen University)
Agricultural, Environmental, and Development Economics

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Bachelor's (China Jiliang University)
Industrial and Systems Engineering

Kush Kumar Yadav, Kathmandu, Nepal
Bachelor's (Tribhuvan University)
Comparative and Veterinary Medicine

Kongxuan Yan, Guangzhou, China
B.S.Elec.Cptr.Eng.
Electrical and Computer Engineering

Ming Yang, Wuhan, China
B.Engr. (Huazhong University of Science and Technology)
M.S. (University of Missouri)
Mechanical Engineering

Theresa Georges Yazbeck, Beirut, Lebanon
B.Engr. (American University of Beirut)
Civil Engineering

Po Wei Yeh, Taipei City, Taiwan
Certificate (National University of Kaohsiung)
B.S. (National Taiwan Normal University)
Food Science and Technology

Yue Yi, Nanjing, China
B.Engr. (Yangzhou University)
Food Science and Technology

Matthew William Young, Sunbury
B.S.Env.Eng.
Environmental Science

Jiahui Yue, Shanghai, China
B.Engr. (Huazhong University of Science and Technology)
Electrical and Computer Engineering

Chenxiao Zeng, Beijing, China
B.S. (Johns Hopkins University)
Physics

Shaoyan Zhang, Haikou, China
Bachelor's, M.S.Agr. (Hainan University)
Plant Pathology

Zhining Zhang, Ganzhou, China
Bachelor's (North China Electric Power University)
Electrical and Computer Engineering

Yilin Zheng, Xi'an, Shaanxi, China
B.S. (Peking University)
M.S. (Purdue University)
Electrical and Computer Engineering

Master of Social Work

Rebecca Erin Bernstein, Dayton
B.A. (York University)
M.A. (University of Western Ontario)
Social Work

Philip Luke, Columbus
Bachelor's (Capital University)
Social Work

Laith William Sersain, Pickerington
B.A. (College of Wooster)
Social Work

Paige Shelyn Stubbins, Columbus
B.S.Soc.Work
Social Work

Alexandra Breanne Swearingen, Newark
B.A.
Social Work

Sandra Kay Vent, Upper Sandusky
Bachelor's (Capital University)
Social Work

Master of Sports Coaching

Kenny Chidozie Anunike, Galena
B.A., M.A. (Duke University)
Human Sciences

Samuel Dewey Barham V, Dublin
Human Sciences

Zhesi Li, Columbus
B.S.Educ.
Human Sciences

Maggie Elizabeth Reddecliff, Harrisburg, PA
B.A.
Human Sciences

Specialized Master in Business

David W. Pickering, Columbus
B.A. (Capital University)
Business Administration: Analytics

This program is not an official graduation list.

This printed program lists students who were eligible to graduate for Autumn Semester 2019, as of 5:00 p.m., December 5, 2019, pending the outcome of final examinations and final grades. Therefore, it should not be used to determine a student's academic or degree status. The University's official registry for conferral of degrees is the student's permanent academic record, kept by the Office of the University Registrar, Student Academic Services Building, 281 West Lane Avenue, Columbus, OH 43210-1132.

College of Arts and Sciences

Executive Dean: Gretchen Ritter

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

- David Andrew Aaron, Cheltenham, PA
- Thuraya Abdelqader, Hilliard
- Munira Abdullahi, Columbus
- Anthony Riad Abouarrage, Toledo
- Katherine Rebecca Abram, Reynoldsburg
Cum Laude
- Darnell Maurice Adams, Jr., Cleveland
- Kate Lindsey Agan, Chagrin Falls
Magna Cum Laude
- Emilee Marie Allbritton, Columbus
- Anna Grace Allee, Columbus
- Grace Kpamanya Alpha, Columbus
- Suyapa J. Angeli, Hilliard
- Joy Chimezie Annorzie, Cleveland
Cum Laude
- Reginald Boaz Alaban Apura, Santa Clara, CA
- Patrick Arace, Bexley
- Lindsey Ruth Archipley, Highlands Ranch, CO
Summa Cum Laude
- David Terry Austin III, Lancaster
- Sarah Avdakov, Englewood
Summa Cum Laude
- Shelby Michael Await, Nashport
Cum Laude
- William Michael Bailey, Grove City
- Ashley Nicole Ballinger, Lima
Magna Cum Laude
- Justin Ballmer, Laurel, MD
- Guangpu Bao, Dandong, China
Magna Cum Laude
- Olivia Marie Barnishan, Columbus
- Konner Ryan Barr, Gahanna

- Vernice Steffi Barrimond,
Port of Spain, Trinidad
- Jordan Barto, Brookpark
Magna Cum Laude
- Michael Christopher Bates, Upper Arlington
- Christopher Ryan Battisti, Boise, ID
- Elizabeth Jean Baumgartner, North Olmsted
- Juliana Bebout, Cuyahoga Falls
Magna Cum Laude
- Brock Beckett, Defiance
Cum Laude
- Adam Bell, Mentor
- Ciana M. Belton, Bloomfield, CT
- Alissa Jenee Bennett, Brooklandville, MD
- Caitlin Laurel Benning, Springfield
- Shannon Danielle Bertke, Maria Stein
Summa Cum Laude
- Kaycee Renee Bethel, Chillicothe
Magna Cum Laude
- Claire Bettinger, Avon
Summa Cum Laude
- Che Bian, Wuhan, China
Cum Laude
- Elizabeth Marie Bingham, Columbus
- Mackenzie Lorin Black, Gahanna
Cum Laude
- Amber Michelle Blaylock, Raleigh, NC
Magna Cum Laude
- Matina Bliss, Marietta, GA
Magna Cum Laude
- Michaela Claire Blom, Akron
- Meredith Blythe, Orlando, FL
- Cedryck Bobbs, Columbus
- Mateusz Boc, Brecksville
- Abraham A. Bogere, Panama City, FL
- Haley Peyton Bogomolny, Arlington, VA
Summa Cum Laude
- Reese Elizabeth Bollinger, Cincinnati
- Margaret Mary Borders, Dublin
Magna Cum Laude
- Erin Elizabeth Bowman, Lima
Cum Laude
- Matthew Edward Bowman, Wellston
- Stacey Marie Brainard, South Vienna
Cum Laude
- Madeline Kimble Brimmer, Rossford
Cum Laude
- Ayramis Jeannette Brooks, Westerville
- Kendall Douglas Brooks, Jr., Oberlin
- Nicholas A. Brown, West Chester
- Alex Marie Brunk, Lima
Cum Laude
- Brandon James Bryant, Columbus
Cum Laude
- Emma Lynn Bryant, Hilliard
- Kevin Eric Burgess, West Chester
- Alexis BURGETT, Columbus
Cum Laude
- Christopher Wayne Burke, Westerville
- William Burke, Oakwood
- Riley Dylan Bush, Dublin
Magna Cum Laude
- Mary-katherine Butlerwion, Columbus
- Ian Richard Buttermore, Westerville
- Meghan Alexandra Cahill, Canton
- Sarah Michelle Cameron, Medina
- Teshan Rasheed Campbell,
Lincoln-Lemington, PA

- James Alexander Capella, Syracuse, NY
- Kaitlyn Brooke Carbound, Mesa, AZ
Cum Laude
- Kayci Rae Cardiel, Zanesville
- Ashley Jasmine Cardona, Miami, FL
- Stephanie Carlock, West Mifflin, PA
Summa Cum Laude
- Catherine Carr, Lancaster
Magna Cum Laude
- India Janae Carter, Gahanna
- Ethan Claude Carver-Dews, Whitehouse, TX
Magna Cum Laude
- Brittney Caudill, Columbus Grove
- Colin Michael Cavanaugh, Dublin
- Holden Patrick Chapman, Westerville
- Ravi Kumar Chaudhuri, Papillion, NE
- Zaynah Fahim Chaudhury, Pepper Pike
- Hsin-Heng Chen, Changhua, Taiwan
- Jiahua Chen, Beijing, China
Magna Cum Laude
- Jiaqian Chen, China
- Siwei Chen, Chengdu, China
- Gillian R. Chesnut, Baltimore
- Savanah Kay Christian, Mount Gilead
- Trevor John Anthony Chuck, Delaware
Cum Laude
- Pierce Carter Ciccone, Powell
Summa Cum Laude
- Taylor John Clarkson, Seattle, WA
- Caroline Emma Coleman, Arlington, VA
Summa Cum Laude
- Derek Allen Coleman, Hilliard
- Marcus Emerson Collier, Powell
- Daniel Richard Collins III, Hilliard
- Joseph Todd Conley, Jr., Chillicothe
Magna Cum Laude
- Caroline Conway, Cincinnati
Summa Cum Laude
- Caroline Patsy Cook, New Albany
Cum Laude
- Heather Cook, Columbus
- Chris William Coombs, Louisville
- William Corbett, Grove City
- Andrew Donald Corcoran, Chillicothe
Cum Laude
- Elijah Bryce Corey, Frankfurt
- Samantha Rose Corrigan, Berea
- Wyeth James Costello, Franklinton, NC
- Edward James Cox IV, Utica
- Hannah Marie Crandall, Cleveland
- Ashleigh Rene Crawford, Cincinnati
- Alexis Lynn Cross, Seaman
Summa Cum Laude
- Hannah Kate Csepló, Chardon
- Jiaqian Cui, Luoyang, China
- Shannon Maggie Culver, Columbus
- Connor Patrick Cunningham, Centerville
Cum Laude
- Hannah Kay Cunningham, Cincinnati
- Sherman Edward Cunningham, Dublin
- Nikala Ann Curless, Newark
Magna Cum Laude
- Austin Matthew Cush, Bolivar
- Hristijan Cvetanovski, Reynoldsburg
- Victoria Lynne Dameron, Maumee
- Bianna Marie Dearing, Clarksville
- Abigail Margaret DeBarr, Brunswick
- Brooke Elizabeth DeVore, Gibsonburg
- Jersey Bay Dick, Hilliard

- Kevin Alan Diehl, Canal Winchester
- Andrew DiMeo, Cincinnati
Magna Cum Laude
- Jenna Marie Dingenary, Lyndhurst
Cum Laude
- Spencer Ernest Derrig, Powell
Summa Cum Laude
- Natalie Claire Dixon, Hilliard
Summa Cum Laude
- Kathleen Elizabeth Doherty, Cincinnati
Cum Laude
- Simone Elise Dollenmayer, Powell
Summa Cum Laude
with Research Distinction in Speech and Hearing Science
- Madison Nicole Domer, Bluffton
- Phyllis Asante Donkor,
Sunyani, Brong-Ahafo, Ghana
- Owen Andrew Dorsey, Commercial Point
- Moussa Doumbia, Abidjan, Ivory Coast
- Alexander Jeffrey Dover, Lexington
- Elijah Dowdy, Columbus
- Kayla Meghan Driftmyer, Upper Sandusky
- Ashley Lauren Driggs, Fredericktown
- Madeleine Driscoll, Cincinnati
Magna Cum Laude
with Honors in the Arts and Sciences
- Ay'Drean De'Ressa Duke, Cleveland
- Kensley Mariah Dunagan, Solon
Cum Laude
- Brock Wagner Dunlevie, Columbus
- David Paul Dunten, Findlay
- Andrew Jonathan Eaton, Hilliard
- Rachel Suzanne Elliott, Lewis Center
Magna Cum Laude
- Sarah Elizabeth Spurlock Elliott, Columbus
- Anass Elwawi, Halhul, Palestine
- Gilan Emam, Cairo, Egypt
- Selenna Lee Chanthida Eng, Columbus
- Trevor Michael England, Sunbury
- Michael Kenneth Erickson, Reynoldsburg
- Isaac George Estes-Adoff, Nashville, TN
Cum Laude
- Brian Edgar Estevez, Columbus
- Blake Jun Evert, Dublin
- Haylie Marden Fagg, Fort Wayne, IN
- Sumaiya Fairuz, Columbus
- Nathan Jude Fakult, Willoughby Hills
Summa Cum Laude
- Davis William Fallon, Boxborough, MA
- Nathanael James Fath, Columbus
Summa Cum Laude
- Ryan Donald Feltnr, Hudson
Cum Laude
- Deena Rose Fenske, Huron
- Shayla Lamere Ferguson, Cleveland
- Sarah Anne Figlik, Chicago, IL
Magna Cum Laude
- Kathleen Potok Fillingim, Centerville
Magna Cum Laude
- Emily J. Filmeck, Macedonia
- Julia Filsofi, Columbus
- Morgan Fish, Delaware
- Aaron Weston Fisher, Westerville
Magna Cum Laude
- William Paul Fisher IV, San Jose, CA

November 21, 2019, Board of Trustees meeting

Rebecca Jane Flaherty, Gahanna <i>Magna Cum Laude</i>	Tanner Wade Hale, Myrtle Beach, SC	Nathaniel Jablonski, Columbus	Erik W. Lindquist, Reynoldsburg
Cassandra Jean Flatt, Alliance	Jessie J'Vonay Hall, Cincinnati	Wesam Jallaq, Halhul, Palestine	Zihao Liu, Baoding City, China
Wayn Renee Flavell, Marion <i>Cum Laude</i>	Morgan Elizabeth Hall, Long Island, NY	Alana Renee Jarrell, North Ridgeville	Alex John Lohwater, Williamsburg, VA
Andrew Fleischer, Delaware <i>Cum Laude</i>	DaVon Marquis Hamilton, Columbus	Brianna Gabrielle Jeffers, Wooster	Amber Petrice Long, Racine, WI <i>Summa Cum Laude</i>
Nigel Quincy Flores, New Albany <i>Cum Laude</i>	Mia Elizabeth Hamilton, Columbus	Robert Michael Jenkins, Delaware	Anthony Stephen Long, Mansfield <i>Cum Laude</i>
Jacob Forquer, Upper Arlington	Lauren Louise Hamlett, Columbus <i>Magna Cum Laude</i>	Megan Leigh Jewell, Pickerington <i>Magna Cum Laude</i>	Joshua Wilson Long, St. Louis, MO <i>Cum Laude</i>
Ryan Andrew Forsythe, Pickerington	Sagal Handulle, Columbus <i>Magna Cum Laude</i>	Chenwei Jin, Hangzhou, China	Nicholas Joseph Longo, Highland Heights
Stacey Renee Fowle, Zanesville	Toshi Christopher Handy, Dublin	Christopher Forrest Johnson, Columbus <i>Cum Laude</i>	Spencer Love, Dublin <i>Magna Cum Laude</i>
Caitlin Killeen Fraley, Cleveland	William R. Harden, Mansfield	<i>with Research Distinction in Comparative Studies</i>	Andrew Thomas Luckett, Newark <i>Magna Cum Laude</i>
Mia Nicole Freda, Pickerington	Madison Ashley Harper, Powell	Kara Lauren Johnson, Cincinnati	Samuel Lundry, Bettendorf, IA <i>Summa Cum Laude</i>
Jessica Lynn Fritz, Powell	Chase Michael Harrell, Minford	Brandon James Indigo Jones, Pickerington	Claudia Marie Lutz, Grove City <i>Magna Cum Laude</i>
Brianna Kathleen Froning, St. Henry <i>Magna Cum Laude</i>	Michael Daniel Harris, Jr., Columbus	Dylan Thomas Jones, Lithia, FL	Thierno Bocar Ly, Columbus
Andrea Fronk, Maumee	Joshua Michael Hassmann, Mansfield	Devin Tyler Jordan, Pickerington	Taylor Ashdon Lymon, Reynoldsburg
Constant Melody Fry, Marion	Richard Nathaniel Haughton, Pataskala	Paige Nichol Jordan, Shelby	Casidi Lynnette Maierle, Jacksontown
Jackson Sommer Furbee, Grandview Heights <i>Magna Cum Laude</i>	George Hawkins, Cleveland	Carson Christina Justice, Reynoldsburg	Miles Jay Mallard, Cleveland
Nicole L. Garcia, Colorado	Rachel Ann Haynes, Cincinnati	Mohamad Ayoub Kaileh, Westerville	Rachel Ann Mangold, Cincinnati <i>Cum Laude</i>
Jacob K. Gartland, Dublin <i>Magna Cum Laude</i>	Haoxiang He, Taizhou, China <i>Cum Laude</i>	Alexandra Leigh Kauser, Cardington	Matthew Patrick Mansfield, Columbus <i>Magna Cum Laude</i>
Grayson Thomas Garver-Geller, North Canton	Amber Cameron Heard, Fairfield	Hailey Nicole Kaye, Merrick, NY <i>Cum Laude</i>	Jacob G. Markovich, Beachwood
Michael James Gause, Toledo	Alexis Rae Henley, Columbus <i>Cum Laude</i>	Yulin Ke, Fujian, Fuzhou, China <i>Cum Laude</i>	Jessica Rose Marosis, Granville
Bethel B. Gebremariam, Columbus	Branton Alexander Henry, Sr., Niles	Robert John Kennedy, Fort Lauderdale, FL	Megan Elyssa Martin, Chesapeake, VA
Brooke Nicole Geiger, Pickerington	Olivia Elizabeth Henry, Columbus <i>Cum Laude</i>	Anthony Michael Khilkov, Canton <i>Summa Cum Laude</i>	Tyler Martin, Chillicothe <i>Magna Cum Laude</i>
Kaitlyn Marie Geiger, Bucyrus	Lucy Elizabeth Herbst, Marine City, MI <i>Magna Cum Laude</i>	<i>with Honors in the Arts and Sciences</i>	Linda Ruth Martinez, Dallas, TX
Rui Geng, Beijing, China <i>Cum Laude</i>	Nicholas Bernard Herman, Columbus	Katherine Marie Kiel, Dublin	Hamzah Azhar Masood, Hilliard
Allison Marie Gerhard, Hamilton <i>Magna Cum Laude</i>	Christopher Allen Hesler, Marion	Dae Joon Kim, Downingtown, PA	Matthew Michael Matthaes, Powell
Ryan Patrick Giavasis, Canton <i>Cum Laude</i>	Janene Marie Hicks, Dayton	Vince YoungEn Kim, Columbus	Tyler Maul, Darien, CT
Ellis Hieronymus Gibson, Columbus <i>Magna Cum Laude</i>	Jacob Tyler Higgins, Washington Court House	Mallery Kinsey, Zanesville	Isaac William Maurer, Granville
<i>with Research Distinction in English</i>	Nash Hill, Cincinnati <i>Cum Laude</i>	Jon Joseph Kirian III, Mount Juliet, TN	Madeline Elizabeth Maxwell, Worthington
Kelley Katherine Glasgow, Bexley <i>Summa Cum Laude</i>	Laurel Elizabeth Hilliard, Milford <i>Summa Cum Laude</i>	Ian Marshall Kirkendall, Sunbury	Marisa Sue Mayer, Bluffton
<i>with Research Distinction in English</i>	Anthony Jerome Hines II, Columbus	Rachel Carolyn Knebel, Bellbrook <i>Summa Cum Laude</i>	Hanna Marie Mays, Pataskala
Julia Skyler Glenn, Cincinnati <i>Magna Cum Laude</i>	Haley Elizabeth Hinger, Columbus <i>Magna Cum Laude</i>	Alex Michael Kochensparger, Columbus	Grant James McBride, Ada
Sean Duffy Goers, Cleveland	Katherine Xena Hinkle, Canal Winchester <i>Summa Cum Laude</i>	Regan Brooke Kowalcuk, Reynoldsburg	Jaidyn McClain, Toledo
Amanda Marie Goids, Springboro	Michael Caelan Hinton, Marietta	Katlynn Nicole Kurtz, Brunswick	Katherine Eileen McCormack, Scituate, MA
Lauren Nicole Golda, Dublin	Harry Hirsh, Columbus	Jinho Kwon, Dublin <i>Summa Cum Laude</i>	Sean Joseph McCrady, Lancaster
Claudia Carolina Gonzalez Reinoso, Santiago, Dominican Republic	Megan Elizabeth Hadley, Dublin <i>Summa Cum Laude</i>	Katelyn Nicole Lancry, Cleveland	Parker James McDonald, Heath
Zachary Thomas Good, Columbus	Nicholas Payne Hogsd, Newnan, GA <i>Cum Laude</i>	Robert Lynn Landers, Dayton	Marliss Joy McGarvey, Fairfield
Daniel Byrne Gough, Dayton	Caleb Holbrook, Centerville	Jordan Thomas Lange, Tiffin	Kevin McGinley, Dublin <i>Cum Laude</i>
Garrett Donald Graham, Hilliard	Jack Wilson Holland, Dublin	Christopher Kegan Lanter, Worthington	Bryne Ferguson McGregor, Cincinnati <i>Magna Cum Laude</i>
Tyler Benjamin Graham, Lima	Logan Maren Holman, Westerville	Joseph Cole Laviano, Strongsville	Drew Austin James McIlwain, Pickerington
Doran Fitzgerald Grant, Akron	Nathaniel Jacob Holvey, Mansfield	Christopher Joseph Law, San Antonio, TX	Miranda Lace McKinney, Albuquerque, NM <i>Magna Cum Laude</i>
Matthew Thomas Gray, Ostrander	Ryo Horie, Yokohama, Japan	Bianca Renee Lawson, Delaware	<i>with Research Distinction in Philosophy</i>
Spencer Richard Gray, Westerville	Taliah Horne, Heath	James Addison Lawton-Yoder, Los Angeles, CA	Michael Aidan McLeod, Sunbury
Brady Ray Greenwood, Marion	Emily Michelle Hornish, Hicksville <i>Magna Cum Laude</i>	Mikayla Renee Lee, Hendersonville, TN <i>Cum Laude</i>	Patrick James McMahon, Lakewood <i>Cum Laude</i>
Mackenzie Jo Griffin, Reynoldsburg	Stephen Joseph Horvath, Columbus	<i>with Honors in the Arts and Sciences</i>	Kai Alexander Meade, Marion
Cassidy Jordan Griffith, Columbus, NJ	MaryCatherine Ruth Hosler, Columbus	Samantha Nicole Lee, West Chester <i>Summa Cum Laude</i>	Yulyus Fleming Medina, Columbus
Emily Paige Grimm, Groveport <i>Magna Cum Laude</i>	Anzhe Huang, China <i>Magna Cum Laude</i>	Yongjun Lee, Daejeon, Korea	Ashley Sue Meece, Seville <i>Summa Cum Laude</i>
Dana Renee Grimes, Columbus	Jie Huang, Fuzhou, China	Jonathan Edward Leis, Springboro <i>Cum Laude</i>	Joshua Lamont Merritt, Dayton
Gillian Olivia Gunawan, Cincinnati <i>Cum Laude</i>	Kepei Huang, China <i>Cum Laude</i>	Benjamin Samuel Leizerman, Sylvania	David Jeffrey Merwin, Upper Arlington <i>Magna Cum Laude</i>
Songge Guo, Columbus	Nicholas Clay Hudak, Brunswick	Mark Leskovec, Chagrin Falls	Maxwell James Metzgar, Oak Park, IL
Ashley Hahn, Richmond, VA	Karissa Hundley, Arcanum <i>Cum Laude</i>	Benjamin Robert Lewis, Columbus	
Tatum Michelle Halburtt, Columbus <i>Cum Laude</i>	Stacy Ann Hunter, Kalida	Justin Phillip Lewis, Canton	
	Brennan Hylia, St. Louis, MO	Xinyi Li, Guangdong, China	
		Yuang Li, Beijing, China	
		Yunpeng Li, Wenzhou, China	
		James Edward Liggins, Jr., Chillicothe	
		Joo Chan Lim, Dublin <i>Cum Laude</i>	
		Jonathan Andrew Lin, Huntington Beach, CA	

November 21, 2019, Board of Trustees meeting

- Sydney Makayla Michael, Seaman
Cum Laude
- Mary Frances Miller, Petaluma, CA
Cum Laude
- Maxwell Graham Miller, Columbus
Melissa Lynn Miller, Columbus
Magna Cum Laude
- Noah Monroe Miller, Kokomo, Indiana
Ryan Mitchell Miller, Toronto
Adam Robert Minor, Hudson
Sumit Mishra, Dublin
Ja'Laquan Mitchell, Dayton
James Michael Mitolo II, Niles
Paige Elizabeth Mobley, Akron
Cum Laude
- Logan William Moffit, Norwalk
Cum Laude
- Maab Mohammed, Hilliard
Tatiana Marie Morris, Groveport
Kyle Phillip Moskowitz, Toledo
Cum Laude
- Sydney Mott, Dublin
Michael John Moyer, Dublin
Griffin Ross Mueller, Winston-Salem, NC
Cameron Ashton Marie Murphy, Lima
Athen George Murray, Kent
Brian Patrick Murray, Columbus
Magna Cum Laude
- Joshua Starr Mutznier, Logan
Andrew James Myers, Van Wert
Cum Laude
with Honors in the Arts and Sciences
- Daniel David Myers, Grove City
William Richards Myers, Upper Arlington
Raynald Nathanael, Jakarta, Indonesia
Tuong Gia Nguyen, Hanoi, Vietnam
Sofia Kyung Mi Nicholas, Falls Church, VA
David Anton Nicola, Hicksville
Yutong Nie, Chongqing, China
Michael Uchenna Nnadi, Columbus
Chelsey Breanna Noble, Lima
Jaz'min Alexis Nunnally, Lorain
Abigail Rose Nutter, Clevelands
Cum Laude
with Honors in the Arts and Sciences
- Lindsay M. Nutter, Marion
Daniel Jeffrey O'Brien, Ontario
Nicholas Christopher O'Connell, Columbus
Caleb Andrew Oberrath, Mansfield
Cum Laude
- Kezia Ofosu Atta, Kumasi, Ghana
Cum Laude
- Elizabeth Amarachi Ogbonna, Hilliard
Sungtaek Oh, Daejeon, Korea
Erin Ohlin, Warren
Marlaina Christine Ondrus, Perrysburg
Cum Laude
- Katelyn Nicole Ooten, Miamisburg
Alison M. Ortega, Alameda, CA
Jacob Daniel Owens, Grove City
Tyler Elliot Pagenstecher, Dallas, TX
Samantha Nicole Palumbo, Youngstown
Emilija Papić, Reynoldsburg
Andrew James Parkuski, Des Moines, IA
Braden William Parker, Springfield
Magna Cum Laude
- Samuel Jacob Partlow, Columbus
Nicholas Robert Paselsky, Westerville
- Juliana Yamile Passino, Columbus
Yujin Peng, Chongqing, China
Magna Cum Laude
- Lauren Elaine Penix, London
Tyler Jacob Pennington, Pataskala
Andrew Christian Peralta, North Olmsted
Marissa Andresa Perrett, Canfield
Paul Kenneth Phillips, Sedalia, MO
Magna Cum Laude
- Andie En Wen Phoon, Kuala Lumpur, Malaysia
Cum Laude
- Sara Marie Pierce, Columbus
Gary Nicholas Pikula, Gahanna
Cum Laude
- Dylan Nathan Potter, San Diego, CA
Samantha Rose Prahalis, Commack, NY
Jackson S. Proctor, Worthington
Andrea Ciara Pultz, Gahanna
Magna Cum Laude
- Sidney Marie Rancour, Dublin
Cum Laude
- Zachary John Rayner, Worthington
Marissa Rose Reece, Columbus
Leah Elizabeth Reese, Canton
Magna Cum Laude
- Natalie Rachelle Reidling, Bowling Green
Cum Laude
- Christopher Ryne Renne, Huntington Beach, CA
Sarah Elizabeth Rettig, Toledo
Magna Cum Laude
- Ian Dougherty Reusch, Washington, D.C.
David James Reyring, Cincinnati
Hannah Elizabeth Richards, Hilliard
Erin Theresa Richardson, Rochester, NY
Meagan Ridgley, Columbus
Ryan Michael Riga, Fairfield
Christian Michael Rivers, Pickerington
Zachary David Robinson, Marietta
Sarah Elizabeth Roemer, Deltona, FL
McKinsey Renee Rosta, Grove City
Deanna Maria Montanez Rowland, Las Vegas, NV
Codie Rufener, East Liverpool
Cum Laude
- Jessica Caroline Ruffing, Centerburg
Cum Laude
- Isabelle Anne Ryan, Lancaster
Nia Ranay Ryan, Newark
Anna Ryon, Columbus
Mustaf Hassan Salad, Silver Spring, MD
Joel Gunnar Salas, Avon
Mikenna Marie Sallot, Springfield
Cum Laude
- Nicholas David Sanctis, Wilmington
Abbey Alyce Sanders, Aurora, CO
Emily Paige Sanders, Columbus
Ashley Elizabeth Sapp, Pittsбург, PA
Magna Cum Laude
- Alexander Ewing Savakinas, New Albany
Jennifer Marie Schilling, Marion
Grace Elizabeth Schlaack, Cincinnati
Carlee Renee Schmelzer, Findlay
Cum Laude
- Ashton Marie Schneider, Hilliard
Victoria Grace Schrock, Columbus
Cum Laude
- Jenna Molina Schroedel, Broadview Heights
Cum Laude
- Jordan Schultz, Blue Point, NY
William Grant Schumacher, Birmingham, AL
John Schuman, Columbus
Parker Andrew Schuppenhauer, Columbus
Michael Joseph Schwarz, Melville, NY
Dale Edward Senart, North Ridgeville
Rishala Karen Sereki, Bexley
Cum Laude
- Sydney Rochelle Setnar, Columbus
Cum Laude
- Michael James Settepani, Rocky Point, NY
Dakota Justin Sexton, Hicksville
Sanjana Sharma, Lorain
Kayla Korin Shawer, Springfield
Tabitha Ann Sheets, Malta
Stevie Shepherd, Sidney
Jeanette Marie Sheppa, Columbus
Cum Laude
- Camille Laura Sherer, Canton
Jazmyne Danae Sherrod, Columbus
Ji Won Shin, Seoul, Korea
Cum Laude
- Karsen Rose Shrider, Wapakoneta
Alexis Leigh Shull, Mansfield
Maya Lian Silva, Powell
Simar Singh, West Chester
Nathaniel Lee Sink, Vandalia
Shaiann Smallwood, Lorain
Madison Eileen Smeathers, Bargserville, IN
Cum Laude
- Dani Sierra Smith, Johnstown
Daniel James Smith, Bay Shore, NY
Erma Alexandra Smith, Bellefontaine
Haley Michelle Snyder, Elida
Matthew Christopher Snyder, Powell
Sarah Snyder, Cincinnati
Cum Laude
- Sabrina Sperl, Bellbrook
Cum Laude
- Daniel Forest Stacy, Mason
Cum Laude
- Kidron Eric Paul Stamper, Mansfield
Casey Alexandra Stanislav, Canfield
Devin Andrew Stanley, Blacklick
Zachary Clayton Stanley, San Jose, CA
Nicholas Charles Starn, Lewis Center
Maxwell Starr, Avon
Jessamine Nickol Stassen, Hilliard
Nichole Annett Steckow Aves, Pataskala
Michael William Steinle, Lowell
Shauntelle Danielle Stephenson, Columbus
Jordan Christopher Stock, Plain City
Benjamin Michael Stone, Westerville
Nathan Kent Stover, Westerville
Tegan Strauss, Wauconda, IL
Magna Cum Laude
- Xiaowen Sun, Qingdao, China
Magna Cum Laude
with Honors in the Arts and Sciences
- Anthony Sutton, Bexley
Sophia Syed, New Albany
Jordan David Tallet, Miamisburg
Cum Laude
- Carly Elizabeth Taylor, Meigs County
Demerus Taylor, Columbus
Ean Michael Jacob Teague, Grove City
- Michael Anthony Tessitore, Gaithersburg, MD
Emmarose Thayer, Fayetteville, NC
Mary Tichenor, Hilliard
Whitney Marie Timpe, Springfield
Cum Laude
- Lauren Alexis Toadvine, Dayton
Cum Laude
- Leslie Torres, Cleveland
Haley Layne Trimble, Alexandria
Cum Laude
- James Triozzi, Cleveland
Taylor MacKenzie True, Dublin
Magna Cum Laude
with Honors in the Arts and Sciences
with Honors Research Distinction in Sociology
- Theodor Truta-Moldovan, Parma
Seth Andrew Tumblin, Coshocton
Robert Turner, Columbus
Anthony Michael Turos, Pickerington
Travis Andrew Tuttle, Lima
Ismet Uskudar, Columbus
Andrea Nicole Van Houten, Columbus
Tonya Diane Van Winkle, Centerburg
Victoria Paige Vastine, Lucasville
Cum Laude
- Diana Ivette Verde, Perrysburg
Magna Cum Laude
- Samuel Thomas Voet, Dublin
Alexander Joseph von der Embse, Kalida
Cum Laude
- Elaine Vorwerk, Newcomerstown
Rachel Ann Voytcek, Denver, CO
Cum Laude
- Ketterick Edison Waddell, Columbus
Kirsten Elizabeth Walker, Eaton
Lauren Wall, Denver, CO
Madalynn Marie Wallace, Columbus
Lauren Paige Walters, Delaware
Magna Cum Laude
with Honors in the Arts and Sciences
- Qizhe Wang, Zhoushan, China
Benjamin Daniel Weaver, Dublin
Jansen Bryce Webster, Lexington
Grant Mason Wehrauch, Ottawa
Andrew James Wells, Mason
Daniel Wernick, Solon
Hayden John Wetmore, Pickerington
Courtney Monique Wheatley, Pickerington
Adam Jeffrey Wheelbarger, Plain City
Cum Laude
- Sophia Wiedmann, Cincinnati
Cum Laude
- Samuel Andrew Wilkinson, Hartsville
Cum Laude
- Aubrey Shea Williams, Lima
Alexandra Leigh Wilson, Dublin
Emily Malchah Winter, Grosse Pointe
Magna Cum Laude
with Research Distinction in English
- Laura Olivia Wood, North Lawrence
Samantha Kate Woodring, Columbus
Cum Laude
with Honors in the Arts and Sciences
- Natasha Marie Woods, Columbus
Chase Allen Workman, Marion
Ashley Elizabeth Worthington, Stow
Cum Laude
with Research Distinction in English
- Hailey Theresa Wray, Fort Loramie

November 21, 2019, Board of Trustees meeting

Alexander Harper Hall, Edwardsburg, MI
 Madison Hansborough, Avon Lake
 Chen Hao, Qingdao, Shandong, China
 Thomas Harrington, Medina
 Michael Harris, Reynoldsburg
 Mitchell James Harshbarger, Versailles
 Amber Noelle Hart, Granville
 Naomi Korina Harvey, Clearwater, FL
 Yageen Ahmed Hassan, Columbus
 Morgan Elizabeth Hellmich, Pickerington
Cum Laude
 Daniel Jacob Herr, Fairlawn
Cum Laude
 Chazz Saxton Hines, Cleveland
 Quynhhu Nguyen Ho, Springboro
 Daniel John Hoornbeek, Hudson
Magna Cum Laude
 Alexandra Hornung, Brunswick
 Yalan Huang, Burien, WA
 Lindsay Rose Humbles, Toledo
Cum Laude
 Taylin N. Hunter, Perrysburg
Magna Cum Laude
 Hesham Mohammed Hussain, Hilliard
Magna Cum Laude
 Idris Omar Ibrahim, Mogadishu, Somalia
 Syafika Nabila Binti Ibrahim,
 Pontian, Johor, Malaysia
Cum Laude
 Ayantu Wakseyoum Idosa,
 Addis Ababa, Ethiopia
Magna Cum Laude
 Fahad Mohammad Idrees, Delaware
 Grant Everett Ingram, Beaver Creek
 Minhaj Ahmed Jabeer, Dublin
 Corlise Lena Jackson, Cleveland
 Sabrina Jean Jackson, Elyria
 Hamzeh Jajeh, Lima
Summa Cum Laude
 Marko Frank Jesenko II, Johnstown
 Keqian Jiang, Beijing, China
Cum Laude
 Kaylin Angela Kavanaugh, Atlanta, GA
 Yulin Ke, Fujian, Fuzhou, China
Cum Laude
 Austin Andrew Kennemer, Worthington
Summa Cum Laude
with Honors in the Arts and Sciences
 Zain Khokhar, Celina
 Hyowon Kim, Hubbard
 Ji Woong Kim, Seoul, South Korea
 Cajé Antonius Kindred, Piqua
Cum Laude
with Honors in the Arts and Sciences
with Honors Research Distinction in Earth Sciences
 Hailey Lauren Knobloch, Hilliard
 Tiffany Ko, Pickerington
 Kailyn Koenitzer, Clayton
 Trevor Ward Kohrmann, Hilliard
Summa Cum Laude
 Yifan Kong, Shanghai, China
 Molly Elizabeth Kotick, Powell
 Gabrielle Jacqueline Kraus, Elmhurst, IL
 Hannah Sydney Kravitz, Yorktown, VA
Cum Laude
 Lauren Terese Krupar, Avon Lake
Cum Laude
with Honors in the Arts and Sciences

Alec Patrick Kuhn, Blacklick
Cum Laude
 Kelly Helen Lang, Willowick
with Research Distinction in Earth Sciences
 Joseph Carl Lansinger, Tallmadge
 Noya Lanzer, Caesarea, Israel
Magna Cum Laude
 Alexandra Michelle Larson, Warren
 Morgan Nicole Lawrence, Coshocton
Cum Laude
 Heidi Kolleen Lewis, Kent
 Jincheng Li, Changzhou, China
Cum Laude
 Jingjing Li, Xi'an, China
Magna Cum Laude
 Sihong Li, Hangzhou, China
 Zhendi Li, Beijing, China
 Zhenghai Lin, Tianjin, China
 Deborah Jane Lindstrom, Palatine, IL
 Yu Linghu, Beijing, China
Summa Cum Laude
 David Liu, Columbus
Cum Laude
 Yu Liu, Beijing, China
Magna Cum Laude
 Yuye Liu, Tulsa, OK
Magna Cum Laude
 Emma Lloyd, Newtown, CT
 Coletton Lee Luke, Marysville
Cum Laude
 Douglas Myron Lumsden III, Youngstown
 Raymond L. Luo, Palo Alto, CA
 John P. Lutat, Burton
 Tomer Lux, Columbus
 Benjamin Hans Maas, Canton
Cum Laude
 Briana MacLaren, Merrick, NY
 Lindsey Alexandra Malsam, Columbus Grove
Magna Cum Laude
 Sarah Rose Malueg, Lima
 Nicole Marie Mango, Avon Lake
Cum Laude
with Honors in the Arts and Sciences
 Dominic Ross Manning, Akron
 Leah Catherine Martin, Mogadore
 Chase Bradford Martini, West Chester
Magna Cum Laude
with Honors in the Arts and Sciences
 Fatimah Azhar Masood, Columbus
 William Christian Matz, Latham, NY
 Jonathan Michael McCormick, Massillon
 Megan McHugh, Plymouth, MI
Cum Laude
with Honors in the Arts and Sciences
 Tempre Alexandre Means, Columbus
 Nathan Cord Meyer, Bowling Green
Magna Cum Laude
 Samantha Elise Meyer, Brighton, MI
 Kannon Michaels, Colorado Springs, CO
 Elianna Brittany Miller, Buffalo Grove, IL
 Gage Dakota Miller, Newcomerstown
Magna Cum Laude
 Madison Danielle Miller, Dayton
Cum Laude
 Stephanie Lauren Miller, Dublin
 MakHija Minneyfield, Gahanna
Magna Cum Laude

Wahajuddin Mohammad, Lima
Summa Cum Laude
 Daniel Henry Mostow, Deerfield, IL
 Kristin Marie Mullaney, Chappaqua, NY
 Macy Elizabeth Murasky, Rochester, MI
 Marley Musarra, Cleveland
Summa Cum Laude
 Carver Brooks Nabb, Mason
 Humara Nadeem, Shaker Heights
 Ibrahim Marwan Nader, Columbus
 Sarah Jane Nagel, Medina
 Sofia S. Negash, Columbus
 Lucia Jane Niermann, Oak Park, IL
Cum Laude
 Anthony J. Nigro, Mason
Magna Cum Laude
 Syamil Aqmal Bin Normas Yakin,
 Shah Alam, Malaysia
Summa Cum Laude
with Honors in the Arts and Sciences
with Honors Research Distinction in Anthropology
 Areli Orozco Ibarra, Mason
 James Richard Pantaleano, Mentor
 Kshama Nerurkar Parekh, Cherry Hill, NJ
 Jin Kyung Park, Seoul, Korea
 Ashish Anilkumar Patel, London
 Riya Dharmesh Patel, Dublin
 Jacob Paul Patterson, Grove City
 Julianne Mackenzie Peacock, Tiffin
Cum Laude
 Binger Pei, Beijing, China
Cum Laude
 Andrew Thomas Perl, Columbus
Magna Cum Laude
 Theresa Sarah Petronzio, Chesterland
Magna Cum Laude
 Olivia Anne Petryszyn, Chardon
 Christopher Ryan Pickett, Whitehall
 Takoya Sha Porter, Fairborn
 James Patrick Proulx, Defiance
 Nikhil Punwani, Pickerington
Cum Laude
 Zachary Lauren Purcell, Lima
 Lauren Reed, Wadsworth
Magna Cum Laude
 Garrett Karl Rethman, Dayton
Summa Cum Laude
with Honors in the Arts and Sciences
 Sarah Elizabeth Rettig, Toledo
Magna Cum Laude
with Honors in the Arts and Sciences
 Cody Alexander Rice, Dublin
Cum Laude
 Vijay Kartan Rings, Dublin
Cum Laude
with Honors in the Arts and Sciences
 Taylor Rizzuto, Manhattan, IL
 Amber L. Roberts, Painesville
 Matthew Ryan Rowe, Logan
 Codie Rufener, East Liverpool
Cum Laude
 Elizabeth Marie Rumford, Mason
 Zachary M. Runyon, Lubbock, TX
 Simba Ryan, Philadelphia, PA
 Marike Saint Pierre Mousset,
 Montreal, QC, Canada
Cum Laude

Joshua Alfredo Salas, Wheaton, IL
 Clayton David Sammons, Baltimore
 Sophia Elizabeth Saunders, Groveport
 Celina Marie Schmidt, Carroll
 Garrett Noah Schroeder, Waynesville
 Hannah Marie Schwab, Champion
 Tyler David Scott, Berlin Heights
 Justin Arnold Shanahan, Findlay
Summa Cum Laude
 Brandon David Short, Dublin
 Devin Anthony Sino, New Orleans, LA
 Cole F. Smith, LaGrange, IL
Magna Cum Laude
 Neil James Sofranec, New Middletown
 Zhixin Song, Shanghai, China
Magna Cum Laude
 Alexandra Kristian Sopher, Powell
Magna Cum Laude
 Marcus Maniaci Sowry, Upper Arlington
Cum Laude
 Steven J. Speck, Bowling Green
 Jacqueline Marie Stewart, Toledo
 Tansy Sioux Stewart, Gahanna
Magna Cum Laude
 Hongyu Su, Wuhan, China
 Joseph Charles Sudar, Euclid
with Research Distinction in Biochemistry
 Karthekeyan Sundaresan, Lewis Center
 Willow Kai Sutton, Southold, NY
 Chuanbo Tang, Beijing, China
Magna Cum Laude
 Ahmed Sammar Tariq, Reynoldsburg
 Madeline Sophia Thomas, Columbus
 Kellia Bridget Thomsen, Springboro
Magna Cum Laude
with Honors in the Arts and Sciences
 Maggie Tullis, Maineville
 Emmanuel Tutu, Columbus
 Asif Nafis Udin, Cleveland
Magna Cum Laude
 Chidiebere Valentina Ukandu, Baltimore, MD
 Amelia Rose Van Aelst, Westerville
 Diana Vasykevych, Brunswick
Magna Cum Laude
 Maxwell Venetos, Centerville
Summa Cum Laude
with Research Distinction in Chemistry
 Eureka Georgianna Vest, Powell
 Kunj Chandrashekar Vyas,
 North Brunswick, NJ
 Junjie Wang, Changzhou, China
 Wanlu Wang, Tangshan, China
Magna Cum Laude
 Monica Wasef, North Canton
 Elliot Richard Wegman, Cincinnati
Summa Cum Laude
with Honors in the Arts and Sciences
 Dashan Wei, Lanzhou, Gansu, China
 Amanda Kay Weller, Springfield
with Research Distinction in Biology
 Royston J. Whitfield, Lima
 David Matthew Williams, Hilliard
 Meghan Nicole Williams, Columbus
 David Carlton Wilson, Eastlake
 Lauren Taylor Wisheart, Gahanna
 Shengjia Wu, Wenzhou, China

November 21, 2019, Board of Trustees meeting

Brandi Shalee Klein, Prospect
Cum Laude
 Ivan Kostovski, Gahanna
Magna Cum Laude
 Lauren Elizabeth Kropf, Pickerington
 Richard Blake Lamb, Lima
Summa Cum Laude
 McKenzie Lynn Lanigan, Mount Liberty
 Kyle Lynn Lauderbaugh, Danville
Summa Cum Laude
 Danielle Lynn LaValley, Granville
 Anh Pham Hai Le, Cincinnati
 Melissa Thanh Trang Le, Pickerington
 Colton J. Lindsey, Raymond
 Brittany Nichole Linville, Willard
 Carolina Llanos, Proctorville
 William Jaudon Lord, Springfield
 Megan Elizabeth Ly, Springboro
 Megan Lynn Mabee, Mansfield
Cum Laude
 Nikolas Robert Mancy, Perrysburg
 Hawa Dankay Mansaray, Columbus
 Joshua Douglas Marshall, Powell
 Sydney Patrice Martin, Pickerington
 Markie Justalyn Mathews, Clarksburg
Summa Cum Laude
 Molly Ellen Maticcik, Westerville
Summa Cum Laude
 Jena Corinne Maxwell, Zanovesville
 Joseph Paul Anthony Mazzi, Sunbury
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 Katherine Lauren McCormick, Carroll
Cum Laude
 Dorothy McDaniel, Mansfield
Cum Laude
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 Sara McFadden, Mount Victory
 Desiree Nicole Meadows, Toronto
 Valerie Mensch, Blacklick
 Hunter Gretchen Merchant, Marion
Magna Cum Laude
 Harrison Lowell Metcalf, LaRue
 Kyle Patrick Metheny, Grove City
 Kelly Marie Metzger, Junction City
 Paul Alexander Michel, Alexandria
Cum Laude
 Steven Mileski, Columbus
Magna Cum Laude
 Gabrielle Aron Miller, North Lewisberg
 Taylor Christine Miller, Mount Liberty
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 Kobe Jelani Moore, Springdale
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 Samantha Morgan, Strongsville
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 Anna Intan Munthe, Canal Winchester
 Kathleen Elise Murray, Copley
Cum Laude
 Michael Napoli, Toledo
 Jacob Daniel Nemic, Gahanna
Magna Cum Laude
 Amber Nicole Nera, Ashland
 Alexis Nicholson, Richmond
 Stanley Jacob Nicolozakes, Cambridge
 Xhoana Nikoli, Reynoldsburg
Cum Laude

Chassidy Oatman, Columbus Grove
 Mia Oberfield, Columbus
Cum Laude
 Catherine Elizabeth Oder, Gahanna
 John-Michael Thomas Ohliger, Westlake
 Joshua Alan Ondaygo, Pickerington
 Samuel Thomas Overberg, Dublin
 Alexis Rose Pacholke, Rock Creek
 Cali Ann Painter, Hilliard
 Nishkala Palachandra, Lewis Center
 Luke Randal Pappas, Granville
 Elizabeth Paradis, Hilliard
 Matthew Alexander Paradis, Hilliard
 Skylar Marie Paradiso, Tiffin
 Ashley Georgia Parker, Hilliard
 Hava Parks, Reynoldsburg
 Morgan Taylor Paskins, Bremen
Magna Cum Laude
 Megh L. Patel, Dublin
 Nandi Patel, Columbus
 Madison Rose Pelle, Dublin
 Katerina Popcevski, Pickerington
 Nobindro Poudel, Reynoldsburg
 Nicholas Patrick Raaney, Pickerington
 Franca A. Rajkumalle, Columbus
 Brynna Rakich, Powell
Cum Laude
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 Shaun Keith Rankin, Dublin
 Karley Marie Rau, Ottawa
 Cole Garrick Richards, Powell
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 Jonathon Everett-Stuart Roberts,
 Mount Vernon
 Aidan M. Robinson, Columbus
 Konrad James Robinson, Powell
 Simon Ulmo Robso, Columbus
 Hope Rodgers, Reynoldsburg
 Haley Diane Rogers, Grove City
 Nathan Benjamin Ross, Cincinnati
 Benjamin Darrell Ruckel, Pickerington
Cum Laude
 Abby Colleen Ryan, Blacklick
 Eleanor Louise Salisbury, Hudson
Cum Laude
 Bayli Renee Sanders, Bryan
 Bridget Sarpong, Columbus
 Jackson Thomas Schaffer, Willard
Magna Cum Laude
 Theresa Kay Scheurer, Mansfield
 Cassondra Alizabeth Schilling, Millersport
Cum Laude
 Gabrielle Madison Schilling, Richmond
 Brittany Marie Schmauch, Baltimore
Cum Laude
 Kyra Nikole Scott, Newark
 Alexis Danielle Sedziol, Johnstown
 Anastasia Marie Seman, Rossford
 Logan Edward Sever, Reynoldsburg
 Jillian Taylor Seymour, New Albany
Cum Laude
 Louis Shaheen, Canton
 Yamuna Sharma, Nepal
 Veronica Lynn Shaw, Pickerington
 Alexander Jacob Shiplett, Baltimore
 Brandon Christian Shutler, Bucyrus
 Edwin Charles Shuttleworth IV, Granville
Cum Laude
 Kailia Wainadeen Simon, Reynoldsburg
Cum Laude

Fatehdeep Singh, Westerville
 Sydney Marie Sleeper, Columbus
 Emily Rose Smeller, Alexandria
 Brock M. Smith, Marion
Magna Cum Laude
 Chloe Madeline Smith, Gahanna
 Deija Imani Sherienda Smith, Columbus
 Ian Matthew Smith, Thornville
 Shelby Smith, Kenton
 Sofia Alexandra Snyder, Lima
 Rachel Elizabeth Sobas, Delphos
 Melissa Grace Sommers, Pleasantville
Magna Cum Laude
 Zach Randall Sparks, Huntsville
 Zachary Clay Spencer, Mansfield
 Natalie Lynn Stake-Mitchell, Galion
Cum Laude
 Andrew Starkey, Newcomerstown
Cum Laude
 Michala Stewart, Lancaster
 Daryn A. Stiers, Marysville
 Hannah Claire Stoeffel, Zanovesville
 Hannah Grace Stoll, Lima
Summa Cum Laude
 Rosie Stone, Mansfield
 Cassidy Michelle Stoops, Zanovesville
 Shelby Jae Stream, Johnstown
Cum Laude
 Whitney Michelle Strelecky, Newark
Magna Cum Laude
 James Jerome Stringer, Cincinnati
 Jonathan David Stull, Columbus
 Nicholas Austin Stumpf, Galion
 Eric Suriyaburaphakul, Bangkok
Magna Cum Laude
 Nicolas Switzer, Lucas
 Kimberly Rose Tackett, West Mansfield
Magna Cum Laude
 Deborah Mengstab Tadesse, Reynoldsburg
 Austin Jerrard Tarquinio, Nashport
 Sylvia Taye, Columbus
 Grant Christopher Taylor, Jr., Columbus
 Shannon Elizabeth Taylor, Lima
Cum Laude
 Lionel Darryl Tene Yumbi, Whitehall
 Napoleon P. Tenorio, Westerville
 Ranjana Thapa, Columbus
 Trevor Daniel Thomas, Pataskala
 Joseph Vito Tinnerello, Marion
 Matthew Tippitt, Columbus
Cum Laude
 Ana Victoria Toribio, Powell
 Lourdes Milana Torres, Dublin
 Madison Elizabeth Tracy, Granville
Cum Laude
 Chih-Yun Fiona Tseng, Powell
Cum Laude
 Olivia Tzagournis, Upper Arlington
 Nonyelum Vivan Ubadineke, Pickerington
 Kathryn Leigh Vance, Centerburg
 Edith Elaine Vernon, Mount Vernon
 Hannah Jewell Vetrano, Columbus
 Nathaniel Gregory Viebranz, Worthington
 Antonio Derek Villalobos, New Lexington
Cum Laude
 Noah Michael Voorhies, Westerville
 Cheyenne Kaye Wagner, Woodsfield
 Traci Mary Wakely, Marion
Magna Cum Laude
 Sarah Elizabeth Ware, Dublin

Madison Wedding, Richmond
 Sho Justin Weinstein, Dublin
 Carli M. Werner, Pickerington
 Robert Harry Westerkamp, Cincinnati
 Ciara Michelle Westfall, Newark
 Keara Marie Westfall, St. Paris
 Ian Matthew Smith, Thornville
 Michael Dunmore Wilber, Dublin
 Blake Williams, Westerville
 Donald James Williams III, Cincinnati
 Logan Christopher Williams, Grove City
 Lauryn Michelle Willmarth, Upper Arlington
 Madison Willoughby, Columbus
 Scott Jeffrey Wilson, Medina
 Mariah Nicole Witzberger, Heath
 Olivia Oppong Yeboah, Columbus
 Brianna Jamie Yonley, Coshocton
 Letitia Leanne Zichettello, Coeur d'Alene, ID
 Julia Marie Zidar, Westerville
 Daniel Joseph Zitello, Sunbury
 Nicholas Joseph Zoppa, Marysville

The Max M. Fisher College of Business

Dean: Anil K. Makhija

Bachelor of Science in Business Administration

Christian Adkin, Bexley
 Donald Anthony Agans, Phillipsburg, NJ
 Daniel Michael Albernass, Muttontown, NY
 Patrick John Alcox, Mason
Cum Laude
 Alexis Renee Altier, Dover
 Lucas Daniel Alvaro, Cincinnati
Magna Cum Laude
 Caroline Alexandra Amato, Rocky River
Cum Laude
 Olivia Isis Amiot-Seele, Liberty Township
 Vanessa Patricia Antivero, Hilliard
 Nicholas Apple, Pickerington
 Kristen Ann Appleton, Lancaster
Cum Laude
 Andrew Lane Axline, Galion
 Aydina Azureen Azuddin,
 Kuala Lumpur, Malaysia
 Yijia Bai, Chongqing, China
Magna Cum Laude
 Kara Elizabeth Barlage, Russia
Summa Cum Laude
 Nathan Christopher Bash, Jamestown
 JP Marshall Beall, Cranberry Township, PA
 Brandee Marie Bell, Medina
 Jake Benning, Maineville
 Patrick Timothy Berry, Avon Lake
 Mitchell James Bielonko, Suffield, CT
Magna Cum Laude
 Adrian Dale Birchler, Navarre
Magna Cum Laude
 Mitchell Bryan Birt, Grove City
 Colyn M. Blackford, Kenton

November 21, 2019, Board of Trustees meeting

Ty Jacob Boehringer, Covington Alexander John Bogdan, Columbus Adeola Bola, Columbus Tyler Robert Bond, Dover Joseph John Brennan, Conneaut <i>Magna Cum Laude</i>	Kayte Ann Curtin, Columbus <i>Magna Cum Laude</i>	Grace Ann Hambrock, Hilliard Jessica Loren Hart, Uniontown Madison Nicole Hertings, Dayton Steven Anthony Hartman, Westfield Center <i>Magna Cum Laude</i>	Sean Gregory Kling, Cincinnati <i>Magna Cum Laude</i>
Alex Redden Brown, Richwood Olivia Grace Brownfield, Bartlett, IL <i>Magna Cum Laude</i>	Zachary Dahmen, North Royalton <i>Cum Laude</i>	Trevor Joseph Hashbarger, Ottawa Jacob William Haught, Marietta Amber Cameron Heard, Fairfield William Russell Heilman, Avon <i>Cum Laude</i>	Shelby Caroline Kohmann, Copley <i>Magna Cum Laude</i> with Honors in Accounting
Joseph Raymond Bryan, Strasburg <i>Magna Cum Laude</i>	Anna Leigh Defendiefere, Cincinnati <i>Magna Cum Laude</i>	Eric Bondor Henry, Granville Alexis Renee Hensel, Morral Gwangmoo Heo, Gwangmyeong-si, South Korea <i>Cum Laude</i>	Zeeshan Naushad Kolsawala, Conyers, GA Matt Ian Komich, Beachwood Houston Paul Komm, Medina Ali Michelle Konkle, Sycamore Joseph Samuel Kowalski, Pickerington Abigail Elizabeth Kramer, Blacklick <i>Cum Laude</i>
Emma Lynn Bryant, Hilliard Emily Jayne Bucholtz, Painesville <i>Summa Cum Laude</i>	Conner Gregory DeGraw, Hilliard <i>Cum Laude</i>	Stephen Hertenstein, Pickerington Benjamin Jordan Hildebrandt, Columbus Scott Michael Hiller, Hilliard Kevin James Hoeflinger, Ottawa Hills <i>Summa Cum Laude</i>	Abigail Norene Kruthoffer, Hamilton Trevor La Rosa, Beachwood Alex James Landon, Columbus Cody Marquis LaNeve, Gibsonia, PA Michael John Lauro, Jr., Richmond Heights Julia Elizabeth Layer, Garretttsville William Austin Leach, Ironton Robert Douglas Leddon, Naperville, IL Austin Thomas Lefeld, Covington <i>Summa Cum Laude</i>
Samuel Buford, Dublin Emma Grace Bulla, Grandview Heights Erin Burton, Cleveland Christian Manuel Cachafeiro, Panama City, Panama Spencer Jordan Cadiz, Buffalo Grove, IL Jiawen Cai, Shenzhen, China <i>Cum Laude</i>	Jorge Martin Delgado, Columbus Andrew Regis Denoyer, Cincinnati Sarah Beth DeSalvio, Dublin <i>Cum Laude</i>	Xiaotong Hou, Jinan, Shandong, China Jaime Haifa Marie Houssami, Columbus <i>Cum Laude</i>	Abigail Elizabeth Kramer, Blacklick <i>Cum Laude</i>
Yuqi Cai, Shanghai, China <i>Summa Cum Laude</i>	Bradley Michael Dinan, Columbus Amal Dirieff, Columbus Travis Edward Doan, Fairfield Danni Diana Dowhan, Willoughby James Nathan Downey, Medina Alexa Shea Dukat, Findlay Marcel Dunay, Lakewood <i>Cum Laude</i>	Emily Hu, Milptas, CA Chenyung Huang, Guangzhou, China Mingda Huang, Beijing, China <i>Cum Laude</i>	Jillian Leffel, Dublin <i>Magna Cum Laude</i>
Cameron Gregory Campbell, New Albany <i>Cum Laude</i>	Ryan Patrick Dunson, Aledo, TX Abby Lynn Ellis, Grove City <i>Summa Cum Laude</i>	Steven Trevor Hughes, Hilliard Christian Hunt, Bethel, CT <i>Magna Cum Laude</i>	William Leffel, Dublin <i>Magna Cum Laude</i>
Daniel Benjamin Campbell, Bear, DE Zhiquan Cao, Yangzhou City, China <i>Cum Laude</i>	Harrison Lloyd Ellis, New Albany Alexander Aregay Embaie, Columbus Julia Rose Even, Solon <i>Cum Laude</i>	James Andrew Hutchinson, Fairborn Carli Rae Illig, Perry <i>Magna Cum Laude</i>	Cameron Leids, Agoura Hills, CA Dillon Edgar Lee Lester, Howard Kip Leveridge, Dublin Li Li, Taiyuan, China <i>Magna Cum Laude</i>
Audrey Nyasha Chayambuka, Cleveland Kulbir Kaur Cheema, Hilliard Beibei Chen, Wuhan, China <i>Cum Laude</i>	Linjian Fang, Hangzhou, China <i>Cum Laude</i>	Cooper Scott Isakson, Blacklick <i>Magna Cum Laude</i>	Nianyi Li, Hengyang, China <i>Summa Cum Laude</i>
Dongyu Chen, Shanghai, China Jocelyn Chen, Springboro <i>Magna Cum Laude</i>	Pelling Feng, Lewis Center Richard Joseph Anthony Fiore, Concord Township <i>Cum Laude</i>	Nicholas Sean Jackson, Independence Cameron A. Jacobs, Lima Eleanor James, Shaker Heights J Giovanni Jarrell, Sunbury Auguste Alexandra Jepsen, Oconomowoc, WI Wanxin Jiang, Wuhan, China <i>Cum Laude</i>	Ruoxiao Li, Shenyang, China <i>Magna Cum Laude</i>
Shicong Chen, Guizhou, China Yixin Chen, Shenzhen, China <i>Magna Cum Laude</i>	Derek Benjamin Fletcher, Loveland <i>Cum Laude</i>	Zeqi Jin, Hangzhou, China Casey Joseph Johnson, Toledo Allyson Margaret Jones, Dover <i>Summa Cum Laude</i>	Sixue Li, Changsha, China <i>Magna Cum Laude</i>
Andrew Chiou, Hilliard <i>Summa Cum Laude</i>	Brian Jacob Frengou, Gahanna <i>Cum Laude</i>	Destiny Yvonne Jones, Palmdale, CA O'quilla Zhane Jones, Lindale, TX Cassandra Adriana Joseph, Hilliard Karn Manish Joshi, Canfield Kunal Kapur, Ghaziabad, India Nicholas Michael Kasody, Grand Prairie, TX <i>Magna Cum Laude</i>	Xiaooye Li, Shijiazhuang, China <i>Magna Cum Laude</i>
King Fung Choon, Petaling Jaya, Malaysia <i>Magna Cum Laude</i>	Grant Charles Fricke, Olney, MD Mei Yin Fung, Hong Kong Jasmine Renee Gaffney, Marion Mengyuan Guo, Wuhan, China Thomas Ernest Garcia, Phoenix, AZ Nicholas Philip Gerlan, Knoxville, TN Cole Edward German, Newark Brendan Gregory Getts, Brecksville Rhodas Woldai Ghebream, Columbus Ian Estes Glenn, Houston, TX <i>Summa Cum Laude</i>	Nicholas Michael Kasody, Grand Prairie, TX <i>Magna Cum Laude</i>	Xinlin Li, Beijing, China <i>Cum Laude</i>
Natalee Nicole Christman, Dublin Max Raines Clark, Columbus Logan Patrick Claybourne, Bremen Jacqueline Danielle Click, Centerville Isaac Daniel Cloud, Reynoldsburg Steven Conner Cluxton, Washington Court House Brandon Khalil Compertore, Rochester, NY <i>Magna Cum Laude</i>	Carly Michele Goldman, Dix Hills, NY <i>Cum Laude</i>	Gage Kavy, Grove City Kanon Kawashima, Saitama, Japan <i>Cum Laude</i>	Yimin Li, Shanghai City, China Ziling Li, Shijiazhuang, China <i>Cum Laude</i>
Michael Albert Cook, Cleveland <i>Cum Laude</i>	Samantha Lee Goodman, Chagrin Falls <i>Cum Laude</i>	Martha Caroline Keaton, Brunswick Sydney Taylor Keene, Worthington Kyle Christopher Keifer, Westerville Abdallah Ouremba Keita, Pickerington Timothy John Keller, Painesville Kevin George Kenny, Columbus Do Gyun Kim, Seoul, South Korea Junbeom Kim, Daejeon, South Korea <i>Magna Cum Laude</i>	William Lim, Columbus Angel Lin, Columbus Huizi Lin, Beijing, China <i>Magna Cum Laude</i>
Carson Bradrick Cooke, Marysville <i>Cum Laude</i>	Clay Matthew Goodwin, Milan Kyle Patrick Gose, Sunbury Andrew Max Gottsegen, Livingston, NJ Mitchell Robert Goubeaux, Botkins Nathen Thomas Grady, Sylvania <i>Magna Cum Laude</i>	Destiny Yvonne Jones, Palmdale, CA O'quilla Zhane Jones, Lindale, TX Cassandra Adriana Joseph, Hilliard Karn Manish Joshi, Canfield Kunal Kapur, Ghaziabad, India Nicholas Michael Kasody, Grand Prairie, TX <i>Magna Cum Laude</i>	Caroline Patricia Linden, Sandusky Ryan Patrick Lindesmith, Canton Rohit Lingamneni, New Albany Madison Marie Lippert, Chardon Mollie Lirot, Bryan Hanqi Liu, Xiamen, China QinZhe Liu, Guangde, China <i>Magna Cum Laude</i>
Thomas Nathan Cooper, Cincinnati John David Cornell, Lima <i>Magna Cum Laude</i> with Honors in Business Administration with Honors Research in Marketing	Paul Villareal Grill, Columbus <i>Cum Laude</i>	Martha Caroline Keaton, Brunswick Sydney Taylor Keene, Worthington Kyle Christopher Keifer, Westerville Abdallah Ouremba Keita, Pickerington Timothy John Keller, Painesville Kevin George Kenny, Columbus Do Gyun Kim, Seoul, South Korea Junbeom Kim, Daejeon, South Korea <i>Magna Cum Laude</i>	Caroline Patricia Linden, Sandusky Ryan Patrick Lindesmith, Canton Rohit Lingamneni, New Albany Madison Marie Lippert, Chardon Mollie Lirot, Bryan Hanqi Liu, Xiamen, China QinZhe Liu, Guangde, China <i>Magna Cum Laude</i>
Jason Cosma, Strongsville <i>Magna Cum Laude</i>	Jared Adam Grubich, Cincinnati Lauren Elizabeth Gum, Canton Jie Guo, Puyang, China Yuhan Guo, Dongjing, China <i>Magna Cum Laude</i>	Ryan Wolfgang King, Clarkston, MI Jacob Rodney Kingera, Pickerington Jane Klaus, Cincinnati Erica Joan Klaine, Hamler <i>Magna Cum Laude</i>	Spencer Scott Maddox, Huron <i>Cum Laude</i>
Cuyler Costanzo, Akron <i>Cum Laude</i>	Trevor Douglas Guthrie, Zanesville Jacqueline Elizabeth Halliday, New Albany Vosh Elizabeth Hollowell, Worthington <i>Cum Laude</i>	Erica Joan Klaine, Hamler <i>Magna Cum Laude</i>	James Thomas Magness, Coshocton Samuel Hunter Magness, Coshocton Yanjie Mao, Xichang, China <i>Cum Laude</i>
Wyeth James Costello, Chesapeake, VA Paola Charibe Cruz, Whitehall Qingwen Cui, Chengdu, China <i>Magna Cum Laude</i>	Wenshu Cui, Jinan, China <i>Summa Cum Laude</i>		Corey Austin Marchal, Lima Peter Mathias Marth, New Albany

November 21, 2019, Board of Trustees meeting

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Magna Cum Laude
- Shawn M. Mason, Mansfield
Samantha Marie Masters, Medina
Magna Cum Laude
- Halle Lynn Matejka, Bay Village
Christina Marie Matthews, Canfield
Patrick Mazzone, Springboro
Matthew Scott McCallister, Westlake
Evan Michael McCarthy, Dayton
Anthony McCullough, Parma
Magna Cum Laude
- Margaret Rose McGowan, Columbus
Madisen Ann McGranahan, Sylvania
Erin Elizabeth McKinney, Ontario
Alexander Robert McMullen, Medina
Bryndalyn Marie McQuade, Powell
Kevin Michael Meehan, Olmsted Township
Summa Cum Laude
- Nathan Meeker, Powell
Madeline Claire Meinberg, Cleveland
Julia Marie Mestemaker, Toledo
Michael Metz, Gahanna
Erika Leigh Meyer, Miller City
Magna Cum Laude
- Andrew Miller, Dayton
Magna Cum Laude
with Honors in Integrated Business and Engineering
- Rachel Ann Miller, Bowling Green
Sara Cathryn Miller, Perrysburg
Tori Michelle Miller, Cincinnati
Nathan Michael Minns, Dublin
Magna Cum Laude
- Andrew Takashi Miura, Columbus
William Cole Moench, Avon Lake
Magna Cum Laude
- Anna Marie Mogielnicki, Marysville
Mustafa Ahmed Mohamed, Columbus
Zachary Edward Montgomery, Hilliard
Jorge Luis Morales-Garcia, Hilliard
Matthew Saunders Morris, Marietta
Emily Lyn Morrison, Columbus
Tanner James Morrison, Cypress, CA
Cum Laude
- Patrick Scott Morse, Rocky River
Mary Allison Mosny, Washington Court House
Cortney Michelle Mullins, West Salem
Tanaka Vitalis Mutizwa, Lewis Center
Mark Nadeau, Springboro
Adam Michael Newlon, Upper Arlington
Kae Shen Ng, Shah Alam, Malaysia
Cum Laude
- Trent Jason Niese, Miller City
Kan Ning, Shijiazhuang, China
Magna Cum Laude
- Patrick Joseph O'Brien, Scituate, MA
Dongjun Oh, Seoul, South Korea
Cum Laude
- Trenton Joseph Ohmer, Strongsville
De Yang Ong, Cherang, Malaysia
Dillon Oran, Malibu, CA
Magna Cum Laude
- Alexander Oroscio, Annandale
Abdallah Jama Osman, Lewiston, ME
Kavitha P. Seker, Subang Jaya, Malaysia
Magna Cum Laude
- Makenzie Lynn Palmer, Gambier
Jongwook Park, Seoul, South Korea
Cum Laude
- Eric Brice Parks, Pickerington
- Milan D. Patel, Willoughby
Aleksandra Sadler Pavlenko, Warren
Yuan Peng, Shanghai, China
Brenden Joseph Pereira, Mohegan Lake, NY
Aaliyah Nicole Perry, Mansfield
Breanna Petay, Massillon
Nicklaus Andrew Phillips, Thornville
Samantha Lynn Phillips, Coshocton
Johnathan Michael Pitstick, Hilliard
Connor Puet, Vienna
Shunshun Qiang, Shanghai, China
Lang Qin, Wuhan, China
Cum Laude
- Diana Paola Quezada, Williamsport, PA
Maxwell Aloysius Rankin, Columbus
Samantha Jo Razinger, Columbus Grove
Hannah Marlene Richardson, Chagrin Falls
Summa Cum Laude
- Ellen Ashley Richmond, Bucyrus
Ethan William Ridgeway, Pittsburgh, PA
Magna Cum Laude
- Benjamin Wade Riley, Powhatan Point
Magna Cum Laude
- Devin Kyle Ritchey, Columbus
Amber Lynn Rival, Hilliard
Magna Cum Laude
- Julia Sam Rizk, Blacklick
Magna Cum Laude
- Cheyenne Collette Roller, Dublin
Cum Laude
- Michael Joseph Roscoe, Cortland
Zachery David Rouser, Akron
Ming Yuan, Hangzhou, China
Summa Cum Laude
- Alex Jake Ruch, Strongsville
Jeffrey Paul Ruiz, New Albany
Emily Anne Rust, Sagamore Hills
Magna Cum Laude
- Ronald Joseph Ryavec, Euclid
Ronald August Sabatino, Columbus
Summa Cum Laude
- Michael Gilbert Salazar, San Diego, CA
Hunter Christian Salerno, Strongsville
Cum Laude
- Paul Sangree, Lakewood
Kathryn Ann Sarson, Lewis Center
Magna Cum Laude
- Andrew Martin Savel, Carleton, MI
Casity Marie Schag, Mansfield
Peter Samuel Schanz, Barberton
Grace Elizabeth Schlaack, Cincinnati
Abigail Grace Schmitt, Hudson
Drew Anthony Schmitz, Sidney
Cum Laude
- Brian Schoeffler, Twinsburg
Magna Cum Laude
- Luke Jaye Schroeder, New Albany
Jake Ryan Schwartz, Plainview, NY
Dustin Daniel Seitz, Maria Stein
Arham Shahab, Karachi, Pakistan
Fangming Shen, Changchun, China
Chieh Sheng, Taipei, Taiwan
Magna Cum Laude
- Brooke Emily Sheredy, Wickliffe
Andrew David Shisler, Sugar Grove
Zachery Coleman Shotts, Newark
Armando Simpson, Cincinnati
Abneet Singh, Columbus
Cum Laude
- Michael Sislow, Amherst
- Alaina Karol Siwinski, Avon Lake
Cum Laude
- Anthony Vincent Sluzele, Hilliard
Magna Cum Laude
- Austin James William Smith, Obetz
Drew Patrick Smith, Lancaster
Magna Cum Laude
- Jacob Paul Snitkin, Dublin
Chase Kenneth Snowden, Johnstown
Cum Laude
- Shiyun Song, Nanning, China
Magna Cum Laude
- Abigail Lynn Spinoso, West Chester
Magna Cum Laude
- Richard Dean Springer, Bloomingdale
Kevin Stapanian, Huron
Daniel Oliver Starkman, Novelty
Elliott Start, Zanesville
Magna Cum Laude
- Maxwell Justus Seneca Steele, Perrysburg
Samuel Edward Stone, Granville
Tyler John Stopek, Mentor
Benjamin Gregory Stoyke, Pembroke, MA
Hongqian Sun, Dalian, China
Cum Laude
- Julia Bryce Swafford, Toledo
Jenna Maryn Szabo, Worthington
Magna Cum Laude
- Hadhirah Binti Tahir, Sungai Buloh, Malaysia
Ju Tang, Rizhao, China
Cum Laude
- Nhi Tat, Dublin
Zachary Taubman,
Rancho Santa Margarita, CA
Jonathan Thomas Taylor, Pickerington
Corina Theophilou, Nicosia, Cyprus
Cum Laude
- Andrew Curtis Thomas, Silver Lake
Ele Thomas, Fort Myers, FL
Cum Laude
- Julio Angel Torres-Lugo, Cleveland
Nicole Allison Toth, Columbus
Wilson Tran, Westlake
Cum Laude
- Chi Lai U, Macau, China
Summa Cum Laude
- Mary Katherine Uehlin, Cincinnati
Cum Laude
- Aleksandar Urosevic, Tinley Park, IL
Levi Thomas Van Der Molen, Findlay
Cum Laude
- Bruna Sichinel Venicio, Stratford, CT
Michael David Viera, Powell
Kelly Marie Vogt, Cincinnati
Cum Laude
- Christiana Elise Vore, Brookville
Jordan Haley Wade, Woodmere
Hope Elizabeth Wagner, North Canton
Graham Weston Walkley,
Millstone Township, NJ
Riley Morgan Walters, Dublin
Megan Rae Wampler, Plain City
Jiaqi Wang, Shaoying, China
Magna Cum Laude
- Jingjing Wang, Beijing, China
Magna Cum Laude
- Weirui Wang, Guangzhou, China
Xichi Wang, Hangzhou, China
Cum Laude
- Yiqi Wang, Zhengzhou, China
Cum Laude
- Yuting Wang, Xinxiang, China
Magna Cum Laude
- Karma Jigme Wangyal, Columbus
Conner Thomas Washington,
University Heights
Magna Cum Laude
- Andrew Carl Weinman, Springboro
Chih Han Wen, Taiwan, China
Mickayla Lynn White, Lewis Center
Connor Jonathan Willette, Dublin
Kevin Cahill Woicke, Avon Lake
Kurt Worley, Hilliard
Magna Cum Laude
- Ashley Nicole Wright, Grove City
Tristin Nathaniel Wright, New Philadelphia
Wanchen Wu, Huaipei, China
Yuexin Wu, Hefei, China
Cum Laude
- Jonathan Patrick Wymard, Dublin
Jingyi Xia, Anhui, China
Wenshu Xie, Jinan, China
Magna Cum Laude
- Jing Xu, Hangzhou, China
Cum Laude
- Yuanhao Xu, Guangzhou, China
Magna Cum Laude
- Zhemeng Xu, Nanning, China
Wenyl Yan, Beijing, China
Xiaojing Yang, Shangrao, China
Jiaxin Ye, Dongguan, China
John Yu, Lexington, KY
Junzhe Yu, Changsha, China
Summa Cum Laude
- Xia Yu, Shaoying, China
Magna Cum Laude
- Joseph John Zarba III, Zanesville
Cum Laude
- Blake Mitchell Zeller, Centerville
Huiyang Zhang, Hefei, China
Magna Cum Laude
- Lijing Zhang, Tianchang, China
Cum Laude
- Weiling Zhang, Guangzhou, China
Xin Zhang, Nanjing, China
Magna Cum Laude
- Yue Zhang, Nanjing, China
Magna Cum Laude
- Haozhe Zhao, Beijing, China
Yaqi Zheng, Binzhou, China
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- Jiawen Zhou, Guilin, China
Cum Laude
- Nan Zhou, Yinchuan, China
Siyang Zhou, Changsha, China
Cum Laude
- Yi Zhou, Changzhou, China
Fangyi Zhu, Huzhou, China
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- Shengfeng Zhu, Hefei, China
Cum Laude
- Yufei Zhu, Shijiazhuang, China

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Dean: Patrick M. Lloyd

Doctor of Dental Surgery

Kyung Ho Min, Seoul, South Korea

College of Education and Human Ecology

Dean: Donald B. Pope-Davis

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Jake Michael Lapchynski, Stow
Bryce Ryan Fensler, Beatrice, Nebraska
Cum Laude

Bachelor of Science in Human Development and Family Science

Laken Marie Ambrister, Lima
Summa Cum Laude
Kayla Nicole Appeman, Norwalk
Alexa Paige Aubel, Olmsted Falls
Julia Bamonte, Cincinnati
Riley Elizabeth Beard, Hilliard
Madeline Elizabeth Berlin, Westerville
Tuf Jared Borland, Bolingbrook, Illinois
Madison Nicole Brandenstein, Novi, MI
Cum Laude

Candace L. Cain, Columbus
Pravinash Samuel Cross, Pickerington
Gavin Hayes Cupp, Leipsic
Samantha Jo Cygnor, Columbus
Cum Laude

Stephanie Eve Farran, Cleveland
Tina Marie Feaster, Columbus
Breanne Rae Fehrman, Marysville
Jada Lynn Fenderson, Lorain
Yessenia Figueroa, Portland, TX
Christian Mone' Finley, Cleveland
Sabrina Ashley Freytag, Madison, CT
Marquis Gaines, Memphis, TN
Hannah Nicole Geddis, Hilliard
Feranda Dan'e Green, Cleveland
Kylea Griesheimer, Chillicothe
Daija Nichelle Harris, Columbus
Joshilyn Sue Hoefler, Springfield
Rory Hougan, Chardon
Amina Abdullahi Jama, Columbus
Cum Laude
Courtney Catherine Johnson, Fayetteville
Makenzie Kay Johnson, Columbus
Bailey Noel Junker, Massillon
Cum Laude

Karoline Kress, Macedonia
Cum Laude
Carlie Rebecca Kruse, Napoleon
Magna Cum Laude

Hannah Layne, Columbus
Chara Len Mann, Dayton
Emilie Marie Nevius, Dayton
Noah Scott Ohr, Hilliard
Magna Cum Laude
Wilbright Kwabena Osei, Jr., Columbus
Shojuana Perry, Brown Lake, IL
Larissa Christine Rivera, Brook Park

La'Tasia Na'Shay Robinson, Canton
Jacob Adam Russell, Hilliard
Olivia Grace Sarik, Olmsted Falls
Haley Nicole Schuster, Columbus
Alexis Kathryn Snare, Pickerington
Marquita Chantee Solomon-Steele, Columbus
Tess Louise Somerville, Dublin
Magna Cum Laude
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Taylor McCall Turner, Shaker Heights
Kiana Michelle Wade, Columbus
Carol Elizabeth Webster, Delaware
Elizabeth Wourms, Hilliard
Bailey Marie Wozniak, Hilliard

Bachelor of Science in Human Ecology

Ali Abbas, Vernon Hills, IL
Joshua Alabi, Detroit, Michigan
Keirre Jamal Anderson, Columbus
Reagan Elizabeth Arena, Powell
Magna Cum Laude
Samuel Ayirookuzhiyil, Columbus
Jonathan Andrew Bailey, Tipp City
David Michael Barrowman, Grove City
Natasha Elisabeth Battistelli, Columbus
Rashod Deonne Berry, Lorain
Arron Patricia Brown, Trotwood
Justin Jacob Carter, Westerville
Magna Cum Laude

Nebrascia D. Cermack, Reynoldsburg
Drue Chrisman, Greendale, IN
Taylor Nicole Coalter, Dublin
Taylor Leigh Cochrun, New Philadelphia
Jonathon Cooper, Gahanna
Kiley Beth Crannis, Avon Lake
Ashley Rene-Hayes Damron, Plain City
Evan George Dias, Lewis Center
Zachary Michael Donatelli, Hilliard
Stacy Lynn Durbin, Cincinnati
Jackson Alexander Edwards, Columbus
Nicholas Joseph Gaby, Upper Arlington
Cum Laude

Emma Caroline Habermehl, Cincinnati
Magna Cum Laude
Christopher Andrew Hoffman, Berlin Heights
Lisa Marie Hogle, Delaware
Gillian Grace Kiss, Marysville
Cum Laude

Anand Lamgaday, Columbus
Austin Kerry Mack, Fort Wayne, IN
Natalia Jo McIsaac, Columbus
Cum Laude

Mason Dean Moore, Cincinnati
Noah Dean Morris, Hilliard
Austin Neal, Columbus
Donovan Manuel Pasillas, Hilliard
Isaiah Pryor, Lawrenceville, GA
Allison Brooke Richardson, Lancaster
Deidre Anne Saia, Columbus
Ingrid Annelise Schmetzer, Akron

Constance Short, Columbus
Abigail Jane Stoke, Blacklick
Congcong Tao, Hefei, China
Alexandria Leahann Thompson, Springfield
Jimena Torres, Houston, TX
Branden Michael Vachon, Brunswick
Carmen VanWalsen, Columbus
Sophia Gabrielle Venturella, Lima
Kyla Wagner, Columbus
Magna Cum Laude

Woodrow Alexi Walton, Columbus
Brandon Taylor Warshall, Lynbrook, NY
Cari Wazbinski, Cleveland
Cum Laude

Brenna Nicole Wichman, Sandusky
Cum Laude

KayLee Anne Witkiewicz, Columbus
Caitlin Rose Yeck, Columbus

Bachelor of Science in Hospitality Management

Cammy Michel Booker, Monroe
Tarinee Chanatup, Rockville, MD
Emily Taylor Clark, Columbus
Jashon Jason Cornell, St. Paul, MN
Sarah Elizabeth Cornell, Mansfield
Magna Cum Laude
Claudia Christina Delfavero, Napoleon
Bailey Marie Dunham, Cincinnati
Elise Audrey Harmon, Norfolk, MA
Magna Cum Laude

Kalei Elaine Heitkamp, St. Marys
Jessica Lynn Huentelman, Hamilton
Evelyn Lee, Holzhausen, Germany
Magna Cum Laude
Sara Cathryn Miller, Perrysburg
Quentin C.J. Phillips, Defiance
Emily Marie Swartz, Columbus

Bachelor of Science in Nutrition

Zachary Allan Gamble, Oak Forest, IL
Amal M. Gedi, Mogadishu, Somalia
Jalana Marie Golson, Columbus
Ayah Bakir Hussein, Dublin
Andrew Kraly, Dublin
Cum Laude

Daniel Phillip Soehnlén, Canton
Grant Toops, Versailles
Shengxue Wang, Guiyang, China
Amina Ahmed Yusuf, Mogadishu, Somalia

Bachelor of Science in Education

Michelle Aulfick, New Albany
Magna Cum Laude
Rachael Ann Bachman, Columbus
Summa Cum Laude
Travis Charles Baldwin, Utica
Charles Barger, Lewis Center
Drew Mitchell Barth, Upper Sandusky

Thalya Bautista Estrada, Marion
Cum Laude
Brooklynn Alise Beard, Morral
Tanner James Bell, Buford, GA
Michelle Nichole Belleville, Delaware
Kallie Boren, Pickerington
Summa Cum Laude
Emily Rae Brown, Bellville
Justin Michael Bugay, Delaware
Cum Laude

Alexus Marie Byers, Heath
Summa Cum Laude
Paityn Renae Caudill, Attica
Cum Laude

Jay Matthew Clement, Bellefontaine
Devin Michael Cramer, Ostrander
Alexis Danielle Crawford, Canton
Sabrina Dumas, Columbus
Marcel Dunay, Lakewood
Cum Laude

Lauren Taylor Dutiel, Hebron
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Austin William Edwards, Springboro
Dale Jarrett First, Mansfield
Megan Lynn Flaherty, Bucyrus
Summa Cum Laude

Brandon Kyle Friend, Marion
Magna Cum Laude
Lindsey Froehlich, Woodsfield
Magna Cum Laude
Madison Kathryn Gantz, West Liberty
Cum Laude

Jordan My-chael Gibbs, Columbus
Victoria Leighann Glover, Pataskala
Cum Laude
Erin Marie Hedrick, Cincinnati
Magna Cum Laude

Nasro Nasir Hersi, Columbus
Piper Jean Hilliard, Milford
Summa Cum Laude
Logan Matthew Hittle, Nashport
Magna Cum Laude

Breanne Elyse Huffman, Columbus
Summa Cum Laude
Jack Matthew Jasinski, Birmingham, AL
Natalee Gwen Johnson, Fredricktown
Malik Micah Jones, Richardson, TX
Kevin T. Kapanka II, Kenton
Ashley Susan Keller, Sidney
Colton Thomas Kellogg, Kinsman
Cum Laude

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Benjamin Austin Kinney, Dublin
Jacob Kirby, Perrysburg
Jack Koltin, Glencoe, IL
Kaela Sue Kozel, Upper Sandusky
Magna Cum Laude

Josephina Candis Layman, Newark
Jingnan Li, Beijing, China
Magna Cum Laude
Braden Alec Little, Carroll
Alexandra Macron, Medina
Mark Mallow, Washington Court House
Nicole Allison Mann, Pierpont
Cum Laude

Salvatore Frank Marandino III, Buena, NJ
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 Brienne Nicole McCague, Lewis Center
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Summa Cum Laude
 Hannah Pearl McQuiston, Marion
Magna Cum Laude
 Katelyn Nicole Meginness, Marion
 Brittany Patricia Miller, Hilliard
 Gabrielle Aron Miller, Hilliard
 John Brandon Miller, Westerville
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 Keaton Christopher Mohler, Celina
 Chase Dalton Moothart, Irvine, CA
 Aaron William Mossor, Charlottesville, VA
 Jaycie Renae Munyon, Marysville
 Nicholas Matthew Orioli, Westerville
Cum Laude
 Amanda Jane Payne, Johnstown
Cum Laude
 Jacob Edward Peterson, Marysville
Cum Laude
 Armond Ph Phillips, Columbus
 Jania Phillips, Columbus
 Taryne Nicole Porter, Pataskala
 Michael Richard Prosek, Westfield, NJ
 Randall Pryor, Toledo
 Victoria Celeste Radel, Mentor
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 Tiffany Alexandria Randall, Stafford, VA
 Benjamin Neil Richards, Barberton
Cum Laude
 Emily Anne Rust, Sagamore Hills
Magna Cum Laude
 Noah William Sharpe, Lancaster
 Dylan Michael Shumaker, Greenville
 Kathryn E. Siegel, Marion
Magna Cum Laude
 Beth Ann Simon, Marion
Summa Cum Laude
 Raymond George Simonetti,
 Broadview Heights
 Nathan Michael Smiley, Reynoldsburg
Summa Cum Laude
 Danyele Christine Smith, Obetz
 Jenna Elisabeth Smith, Trenton
Magna Cum Laude
 Kimberly Kara Smith, Hilliard
 Zachary Clay Spencer, Mansfield
 Seth Alan Stammen, Coldwater
Cum Laude
 Kaelyn Heather Steele, Lebanon
Magna Cum Laude
 Gabrielle M. Stephens, Kettlersville
 Kielee Stroupe, Westerville
 Hannah R. Stuckey, Bucyrus
Summa Cum Laude
 Emma Rose Sturm, Yellow Springs
 Hannah Marie Swanson, Cardington
Cum Laude
 Seth Allen Thomas, Coshocton

Nicholas Timmerman, Wadsworth
Cum Laude
 Allen Joseph Turner, Medina
 Jessica Ophelia Turner, Detroit, MI
 Haley Christine Walker-Robinson, Vista, CA
 Nichole Watkins, Bellefontaine
 Alec Dean Yoder, Indianapolis, IN
 Mark Joseph Ziebro, Homerville

College of Engineering

Dean: David B. Williams

Bachelor of Science in Aeronautical and Astronautical Engineering

Michael Joseph Boazzo, Cleveland
with Honors Research Distinction in Aeronautical and Astronautical Engineering
 Daniel Joseph Clemens, Springboro
Magna Cum Laude
 Kenneth William Dungan, Warren
Magna Cum Laude
 Isaac Lee Faust, Dayton
Cum Laude
 Nathan Thomas Fiorino, Beavercreek
Summa Cum Laude
 Patrick Mathias, Marengo
Cum Laude
 Zachary Christopher Zoloty, Strongsville
Cum Laude with Honors in Engineering

Bachelor of Science in Architecture (Austin E. Knowlton School of Architecture)

Dakotah Raeann Carmean, Hilliard
 Dashaun Mulders-Graham, Columbus
 Steven Winters, Delaware

Bachelor of Science in Aviation

Nicholas James Herridge, Dublin
 Bryon James Lord, Jackson

Bachelor of Science in Biomedical Engineering

Evan Christian Catton, Galveston, TX
 Kathryn Grace Fairbanks, Chardon
Magna Cum Laude
 Sarah Rose Feder, Naperville, IL
Cum Laude
 Rachel Marie Hutter, Boxford, MA
Summa Cum Laude
 Dana Marie Murray, Moon Township, PA
 Joshua Parker Reddington, Mason
Magna Cum Laude
 Jessica Denise Trabucco, Avon
Cum Laude

Bachelor of Science in Chemical Engineering

Kurt Michael Atwell, Broadview Heights
Cum Laude with Honors in Engineering
 Kolean Ruthann Avery, Bowling Green
 Youssef Alaeldin Mohamed Mostafa Azzazy, Sheikh Zayed City, Egypt
 Ethan Connor Bielefeld, Perrysburg
 Brooke Alexandra Blodgett, West Seneca, NY
 Jacob Benjamin Bridges, Cincinnati
 Kyle Charles Burrows, Eldersburg, MD
Summa Cum Laude
 Amanda Marie Conlon, Pittsburgh, PA
 Ryan Matthew Connelly, Youngstown
 Kyle Evan Dodds, Hopedale
 Noah James Eckert, Columbus
 Kenneth Lindsey Edris Eco, Bucyrus
 Emma Elizabeth Ebing, Sylvania
Cum Laude
 Matthew Charles Eversole, Mason
 James Peter Flaherty, Shrub Oak, NY
 Alexander Scott Furlong, Medina
 Matthew Kirby Galliger, Bowling Green
 Justin Gibbs, Oregonia
 Steven James Gray, Ada
 Caitlyn Elizabeth Harrington, Avon Lake
Magna Cum Laude
 Austin Matthew Hartman, Baden, PA
 Jacob Dylan Josell, Highland Heights
 Parisa Kamizi, Columbus
 Aashika Katapadi, Columbus
 Zulkiffi Anuar Bin Khairul Azam, Seremban, Negeri Sembilan, Nigeria
 Kateland Joann Kirk, Columbus
 Vijay Maximin Kobetic, Rocky River
 Kaelyn Nicole Kouns, Findlay
Magna Cum Laude
 Christine Jia Yi Lee, Seri Kembangan, Malaysia
 Matthew James Lertola, Avondale, PA
Summa Cum Laude with Honors in Engineering
 Mark Tressler Lienhardt, West Chester
Magna Cum Laude
 Alex Norman Lutmer, Cincinnati
 Abigail Lee Lyons, Powell
 Shrey D. Mahajan, Delaware
Summa Cum Laude with Honors in Engineering
 Haroune Mahdi, Columbus
 Suha Maqboolhusain Malik, Cerritos, CA
 Krista Alaine Marsh, Massillon
 Molly Rose Maxwell, Columbus
Magna Cum Laude with Honors in Engineering
 Puteri Nursyafika Binti Megat Mohammed, Bangi, Malaysia
 Gregory Carson Miller, Avon Lake
 Syahidah Binti Mohd Khairi, Batu Caves, Malaysia
Summa Cum Laude
 Muhammad Amirul Firdaus Bin Mohd Sofian, Kluang, Malaysia

Muhammad Azamuddin Bin Muhammad Adnan, Bukit Mertajam, Malaysia
 Ryan Lee Muhlenkamp, St. Henry
Cum Laude
 Jahnavi Murali, Dublin
with Honors in Engineering
 Leo Richard Nemetz, North Royalton
 Andrew Scottlee Noble, Mentor
Cum Laude
 Alexandria Lourdes Orkis, Pataskala
 Parker Owen Osborne, Fairfield
 Jack Pardi, Columbus
 Brad Recker, Ottawa
Magna Cum Laude
 Bryanne Marie Riley, Malden, MA
 Hanna Jane Rosenblum, Roslyn, NY
Magna Cum Laude
 Nur Muhammad Qhamar Bin Rosli, Kuala Lumpur, Malaysia
 Madison Rae Salem, Wadsworth
 Denvir Julian Saud, Loveland
 Corey Alexander Sceranka, Kirtland
with Honors Research Distinction in Chemical Engineering
 Peter Lucas Thieroff, Defiance
 Anson Joseph Tran, Tiffin
Summa Cum Laude with Honors in Engineering
 Kevin Tran, Dayton
Cum Laude
 Michael Truong, Columbus
Cum Laude
 Jesse Ugochukwu Ugwuegbu, Raleigh, NC
 Jared Marshall Unger, Strongsville
 Nicholas Ulrich, Northfield
Magna Cum Laude
 Charles Robert Vincent-Barr, Blacklick
 Andrew John Wahlstrom, Mentor
Magna Cum Laude with Honors in Engineering
 Austin Kelley Walsh, Cincinnati
 Logan Lee Willensens, Beavercreek
 Paul Ervin Williger, Springboro
Summa Cum Laude

Bachelor of Science in City and Regional Planning (Austin E. Knowlton School of Architecture)

Logan Joseph Benson, Pickerington
 Elliott Vernon Bryson III, Bedford Heights
 Daniel David Cirino, Westerville
 Curtis Ralph Dickess, Chillicothe
 Claire Jordan Fetters, West Milton
 Lindsey Nicole Gibbs, Mount Sterling
 Anthony Wayne Golden, Galena
 Jack Lawrence Gottfried, Marietta
 Atiqah Binti Khalid, Kuala Lumpur, Malaysia
Magna Cum Laude
 Jonathan George Latsko, Lakewood
Cum Laude
 Amber Petrice Long, Racine, WI
Summa Cum Laude

November 21, 2019, Board of Trustees meeting

Summer Ashley McCann,
 Unitedville, Cayo District, Belize
 Hanjie Peng, Columbus
 Emma Kallila Van Bakel, Cincinnati
 Dalton Walker, Cincinnati
 Michael Timothy Watson, Columbus
Cum Laude
 Landon Robert Willis, Greenfield

Bachelor of Science in Civil Engineering

Waleed Khalid Al-Sharkawi, Solon
 Fariza Sabina Alam, Dublin
 Antonio Michael Anzalone, Columbus
 Jeovany Arvelo-Feliciano, San Sebastian, PR
 Amelia Madeline Chantler, Columbus
 Sean Patrick Connaughton, Cincinnati
 Joshua Robert Cottingim, Eaton
 Vraj Nareshkumar Dave, Hilliard
 Abraham Dallas Dobson, Tipp City
 Kyle Christopher Feldman, Reynoldsburg
 Francis Liam Flynn, Galena
 Sydney Joy Gravitt, Ashland
 Angelica Estell Gray, Findlay
 Davut Burak Gul, Rosenberg, TX
 Thomas Jozsef Harmat, Chagrin Falls
 Alexander James Haubert, Columbus
 Matthew Christopher Hucke, Findlay
Magna Cum Laude
 Christopher Blaine Inasley, Findlay
 Brandon Evan Kramer, Smithtown, NY
 Erica Nicole Mange, Wildwood, MO
Magna Cum Laude
 Muhammad Zhaffrin Bin Mat Radzi,
 Kamunting, Perak, Malaysia
 Ian Michael McCoy, Zanesville
 Jeremy Edward McLaughlin, Wheelersburg
 David Thomas Meyer, Cincinnati
 Brandon William Miller, Medina
Cum Laude
 Jacob Michael Neiderhouser, Marion
 Tanner Lee Nelson, Hudson
Magna Cum Laude
with Honors in Engineering
 Nicholas James Nido, Richfield
 Katelyn Elizabeth Penza, Powell
 Blake Ryan Pfennig, Wapakoneta
 Ivan Daniel Reichert, Lewistown
 Matthew Dale Conrad Russell, Westerville
 Bradley Taylor Rychlik, Marysville
 Eric Alan Scholz, Cincinnati
 Maria Lynn Ulatowski, Solon
 Julie Watson-Ables, Columbus
Cum Laude
 Kyle Jared Williams, Chester Springs, PA

Bachelor of Science in Computer Science and Engineering

Brandon Arbutnot, Akron
 Tai Wei Aw, Kuala Krai, Kelantan, Malaysia
 Anthony Bartholomew, Columbus
Cum Laude
 Yemane Resom Berhane, Columbus

Benjamin Forest Bond, Columbus
 Kirstin Nicole Boni, Novelty
Summa Cum Laude
 Kenneth Carter Brown, Ashland
 Anthony James Cavallero, Reynoldsburg
Cum Laude
 Eric Chen, Gahanna
 Tianzhi Chen, Wenzhou, Zhejiang, China
Magna Cum Laude
 Xiaoyuan Chen, Shantou, Guangdong, China
 Alexander John Chesrown, Granville
Cum Laude
 Sruti Chigurupati, Westerville
 Lou Jian Chin,
 Sri Petaling, Kuala Lumpur, Malaysia
 Evan Michael Clinton, Dublin
 Jacob Edward Corbtree, Oak Harbor
Summa Cum Laude
 Cara Custodio, Aurora
 Daniel Leonard Dembski, Pickerington
Cum Laude
 Ankit Deogharia, Lewis Center
 James T. Diaz, Strongsville
 Maxwell Scott Dignan, Hilliard
 Jianming Duan, Columbus
 Phillip Michael Eudy, Dallas, TX
 Tyler Grant Falther, Baltimore
Magna Cum Laude
 Abriham Tsegaye Fantaye, Columbus
 Thomas Nemann Faust, Cincinnati
Cum Laude
 Bryan Andrew Fennell, Waxhaw, NC
 Joseph Robert Forsman, Powell
Magna Cum Laude
 William Freeman, Copley
Magna Cum Laude
 Nathaniel William Gerjets, Collierville, TN
 Josh Glick, Columbus
Cum Laude
 Mary Catherine Good, Hudson
 Carlos Guzman, Mundelein, IL
 Ian Connor Hansborough, Avon Lake
 Rachel Elizabeth Havas, Youngstown
 Michael Hemmelgarn, North Star
Cum Laude
 Yule Huang, Shunde, Guangdong, China
Magna Cum Laude
 Nathan Hymen, Hamilton
 Aniki Zarif Bin Ismail, Kluang, Johor, Malaysia
 Joshua Jacobs, Toledo
 Berkay Kaplan, Columbus
Magna Cum Laude
with Honors in Engineering
 Garrett Scott Kiefer, Piqua
Cum Laude
 Trevor W. Laher, Fort Worth, TX
 Kyle James Lambert, Centerburg
Cum Laude
 Yuxiang Lin, Changchun, Jilin, China
Summa Cum Laude
with Honors in Engineering
 Kuo Liu, Baoding, Hebei, China
Cum Laude
 Andrew Joseph Logsdon, Findlay
 Jacob Richard Logsdon, Findlay
 Christopher Allen Luikart, Dublin
Cum Laude

Alexander Michael Lutz, West Jefferson
 Michael Thomas Lynch, Brecksville
 Ariana Hope Marean, Hoffman Estates, IL
Summa Cum Laude
 Benjamin Ryan Memberg, Medina
Cum Laude
 Jared Dean Mitten, Chillicothe
 Gilberto Martin Molina Badillo, Worthington
 Alexander Douglas Morgan, Englewood
Cum Laude
 Ron Morozov, Irvine, CA
 Frank Robert Moskal IV, Londonderry, NH
Cum Laude
with Honors in Engineering
 Jessica Moyer, Johnstown
Cum Laude
 Nicholas Kazu Nitta, Washington Court House
 Anne Gabrielle Oblena, Parma
 William Aaron Olsheski, Pickerington
Magna Cum Laude
 Patrick Michael Owens, Great Falls, VA
 Brandon Pagan, Providence, RI
 Thomas Scott Paoloni, Avon
Cum Laude
 Ganesh Rahut, Columbus
 Rohit Murugan Rajendran, Westerville
Summa Cum Laude
 Benjamin Eric Reed, Painesville
 Ahmir Lamar Robinson, Bedford
 Tahir Saif, Hilliard
 Edmond Shek, Columbus
 Jalen Paul Soat, Beavercreek
 John James Spurney, Kent
 Eric Michael Stevens, Xenia
Magna Cum Laude
 Kordell Wilson Stewart, Zanesville
 Ryan Matthew Strotman, Cincinnati
Magna Cum Laude
 Sonu Vasishit Tadipatri, Belmont
 Jian Sheng Teoh,
 Sungai Buloh, Selangor, Malaysia
 Patrick Stephen Travis, Westerville
 Michael Jacob Trunk, Lebanon
Magna Cum Laude
 Simon John Turner, Hudson
Magna Cum Laude
 Nicholas Cole Underwood, Brunswick
 Anthony Vanadia, Columbus
 Yumeng Wei, Columbus
 Seth Michael Wolfe, Logan
 Haobin Xu, Nanjing, Jiangsu, China
 Shichun Xuan,
 Guangzhou, Guangdong, China
 Haifeng Yang, Yangzhou, Jiangsu, China
 Jamie Yu, Cleveland
 Qianyuan Zhu, Zhenjiang, Jiangsu, China

Bachelor of Science in Electrical and Computer Engineering

Hussein Abshir Abdi, Columbus
 Ahmad Atiq Bin Ahmad Azmil, Columbus
 Yazan Yehia Aldeneh, Dublin
Magna Cum Laude
 Cameron Davis Allen, Southlake, TX
 Kevin Allen, Strongsville

John Tyler Bair, Hilliard
Magna Cum Laude
 Nicholas Breetz, Solon
 Ethan Robert Bryan, Hilliard
 Luke John Buettner, Elida
Cum Laude
 Kyle Christopher Campbell, Columbus
 Anthony Daniel Cistone, Uniontown
Cum Laude
 Jonathan Andrew Coyle, Dublin
 Matthew Charles Daehn, Columbus
Cum Laude
with Honors Research Distinction in Electrical and Computer Engineering
 Omar Magdy Mohamed Mahmoud Eldakrouy,
 Cairo, Egypt
 Jacob Mark Eszenmacher, Howard
 Justin W.C. Fisher, Delaware
 Thomas Juen Yuan Foo,
 Kuantan, Pahang, Malaysia
 Justin Z. Fuller, Dublin
 Abbas Gholami, Columbus
 William Nicholas Grawe, Columbus
 Hucheng Guo, Columbus
 Ryan Michael Hackney, Hilliard
 Paul David Harshbarger, Xenia
 Alexander P. Hempel, Cincinnati
 Adam Stephen Henderson, Wapakoneta
Summa Cum Laude
 Stephen Alexander Henderson, Jr., Dayton
Cum Laude
 Devin Anthony Hensley, Sidney
 Matthew Paul Hoehn, Ottawa
Cum Laude
 Richard Alan Hurban, Pataskala
 Youngsoo Kang,
 Hwa sung-si, Gyeong gi-do, South Korea
Magna Cum Laude
 Brennan James Kelly, Columbus
 Hamzah Khan, Mason
 Trevor Charles Kibby, West Chester
Magna Cum Laude
 Emily Kong, East Amherst, NY
Cum Laude
 Yoon Jae Lee, Seoul, South Korea
 Wen Hong Lew, Mentakab, Pahang, Malaysia
Cum Laude
 Wen Jie Liu, Hudson
 Minoru Mae, Dublin
 Andrew Maloney, Dublin
Summa Cum Laude
 Kaitlin Michelle Marshall, Columbus
 Autumn Mathias, Maineville
 Logan Patrick McCarthy, Columbus
Cum Laude
 Jake Metzger, Doylestown, PA
Cum Laude
 Mitchell Thomas Meyerden, Pittsburgh, PA
Magna Cum Laude
 Grant Lawrence Miller, Columbus
 Luke Miller, Lima
Cum Laude
 Logan Morris, Kenton

Issayas Z. Negussie, Columbus
 Zachary Edward Neumeier, Wapakoneta
 Patrick James Nock, Parma
 Zabrina Lynn Orecchio, Howard
 Alexandra Bonnie Owen, Chardon
 Rohit Chandra Panjala, Marlton, NJ
 Joshua Jeffrey Penko, Seven Hills
 Charles Richard Rarey, Broadview Heights
Magna Cum Laude

Adam J. Rath, Hilliard
 Zachary Thomas Remm, Milford
 Connor Scott Rubin, Twinsburg
Cum Laude

with Honors in Engineering

Haden Paul Santefort, Homewood, IL
 Mariah Lauren Schwartz, Canton, MI
 Carson Gerard Sciulli, Medina
 Drake Owen Shafer, Dublin
 Wyatt John Shafley, Columbus
 Quanlong Shen, Nanjing, Jiangsu, China
 Jeffrey Aaron Simon, Bellbrook
Summa Cum Laude

with Honors in Engineering
*with Honors Research Distinction in Electrical and
 Computer Engineering*

Michelle Louise Sobchuk, Saugus, MA
Cum Laude

Matthew Michael Stoner, Centerville
 Siddharth Sundaram, San Francisco, CA
 Andrew S. Tackett, Marion
 Mohamed Taie, Dublin
Cum Laude

Yok Jye Tang, Ulu Tiram, Johor, Malaysia
Summa Cum Laude

Cameron Taylor, Dublin
Cum Laude

Tanner David Tengberg, Valenica, CA
 Bradley Joseph Tomcho, North Olmsted
 Taha Mazher Topiwala, Columbus
 Andrew Minoru Tran, Dublin
Cum Laude

Axel McCabe Vickery, Centerville
Magna Cum Laude

George Elliott Waissbluth, Cincinnati
Summa Cum Laude

Liuqing Wang, Beijing, China
Cum Laude

Yangyue Wang, Hangzhou, Zhejiang, China
 Gordon Thomas Weiss, Twinsburg
Magna Cum Laude

Alexander Thomas Whitman, Saratoga, CA
 Clayton John Wise, Westerville
 Yuan You, Columbus
 Thomas Zarick, Cincinnati
Magna Cum Laude

Kunxi Zhan, Guangzhou, Guangdong, China

**Bachelor of Science in Engineering
 Physics**

Justin Mckray Bright, Grove City
 Kyle Edward Fathauer, Gahanna
 Nicholas Lee Johnson, Pickerington

**Bachelor of Science in Environmental
 Engineering**

Victor Maximilian Amesoeder, Andover, MA
 Shin Rita Chen, Cincinnati
Cum Laude

Mary Katherine Dempsey, Columbus
 Andrew Elderbrock, Ashland
Magna Cum Laude

Amy Jeanette Lykkegaard, Columbus
 Colin Scott Mortemore, Monclova
 Samuel David Provenzale, Avon
 Michael James Reese, Maumee
Magna Cum Laude

Melissa Ann Ryan, Wilmington, DE
Cum Laude

Nicholas James Waugh, Columbus

**Bachelor of Science in Food,
 Agricultural, and Biological
 Engineering**

Colton Bock, Columbus
 Madison B. Bomkamp, Cincinnati
 Logan Mackenzie Braum, Mansfield
 Courtney Camille Chervenak, Bellefontaine

Morgan Christine Dent, Barberton
 Cheyanne Elizabeth Dobozy, Algonac, MI
 Adam M. Dodson, Upper Arlington
 Maria Lee Geisler, Cincinnati
 Collin Bailey Hughes, Westlake
 Sydni L. Jordan, Warren, MI
 Anna Kay Lee, Marysville

Sung Hoon Lee, Carmel, IN
 Michael Martinez, Austin, TX
 De'Jonette Valerie Morehead, Toledo
 Irene Onianwa, Cincinnati
 Jackson Sohl Rucker, Baltimore
 Cherianne Shu, Centerville
 Thushara Thomas, New Hyde Park, NY
with Research Distinction in Biomedical Engineering

Kiersten Nichole Wellons, Marysville

**Bachelor of Science in Industrial and
 Systems Engineering**

Bhagi Rath Adhikari, Reynoldsburg
 Ege Ataman, Ankara, Turkey
 Cassidy Lorin D'Annolfo, Medina
Magna Cum Laude

with Honors in Engineering

Ryan DeVine, Aurora
 Grant Eugene Dillon, Springfield
 Erik Furterer, Columbus
 Joel Biju George, Louisville, KY
Magna Cum Laude

Samuel Robert Gruver, Stevensville, MI
 Anas Kachlan, Blacklick
 Christopher James Kisabeth, Zanesville
 Emily Nicole Kurz, Columbus
Cum Laude

William Scott Lightcap, Cincinnati
 Dalyn Allen Loomis, Hebron
 Kiley Jean Maxwell, Maineville
Cum Laude

Nathaniel O'Halla, Rocky River
Cum Laude

Madison Elizabeth Ohrn, Wood Dale, IL
 Vivian Pang, Shah Alam, Malaysia
 Wesley Andrew Patton, Lima

Jordan Pierre,
 Georgetown, Grand Cayman, Cayman Islands
 Stephen Pioro, Beachwood
 Shane Edward Platt, Strongsville
 Jack Thomas Riess, Bay Village
 Gabriel James Smith, Kent
 Jonathan Edwin Spiesz, Bay Village
 Ellen Brittain Stokely, New Philadelphia
 Michael Patrick Tesmer, Cincinnati
 Anna Victoria Villaver, Cincinnati
 Ega Kurniawan Wangsaputra,
 Magelang, Indonesia
 Nicholas Yuschak, Medina

**Bachelor of Science in
 Landscape Architecture
 (Austin E. Knowlton School of Architecture)**

**Bachelor of Science in
 Landscape Architecture
 (Austin E. Knowlton School of Architecture)**

Jakob Edward Lutz, Pickerington

**Bachelor of Science in Materials
 Science and Engineering**

Joshua James Argo, Columbus
 Dipto Bose, Singapore, Singapore
 Kyle James Braucher, North Canton
 Jack Canaday, Shaker Heights
Cum Laude

with Honors in Engineering

Matthew Lawrence Colachis, Columbus
Cum Laude

Jiulong Dai, Nantong City, China
Cum Laude

Eric Matthew Decaire, Elyria
 Thomas Hoang-Khoa Do, Cincinnati
 Armand John Ghazi, Cincinnati
 Mason Hayes, Midland, MI
 Sophia Theone Elizabeth Hess, Columbus
 Benjamin Kyle Higgins, Amherst
Summa Cum Laude

with Honors in Engineering
 Lauren Kachurik, Farmdale
 Emily Mae LaPolla, Brunswick
 Kyle Ryan Matuszewski, Lake Zurich, IL
 Marina Elizabeth Nido, Brecksville
 Luke Lawson Skrzypczak, Fairfax, VA
 Susanna Elizabeth Kramer Tanck,
 Naperville, IL
 Alan Jefery Vijay, San Clemente, CA
 Anila Ramia Wallace, Cleveland
 Matthew Wido, Strongsville
 Charles Chen Xu, Rochester Hills, MI
 Andrew David Yemc, Annapolis, MD
 Sivan Zouela, Columbus
Cum Laude

**Bachelor of Science in Mechanical
 Engineering**

Ahmad Nasruddin Bin Ahmad Kamsul,
 Kuala Terengganu, Malaysia
 Faleh Al Mahmoud, Grosse Pointe Shores, MI
Magna Cum Laude
 Kusha Reza Ansari, Mason
Cum Laude
with Honors in Engineering

**Bachelor of Science in Mechanical
 Engineering**

Ahmad Nasruddin Bin Ahmad Kamsul,
 Kuala Terengganu, Malaysia
 Faleh Al Mahmoud, Grosse Pointe Shores, MI
Magna Cum Laude
 Kusha Reza Ansari, Mason
Cum Laude
with Honors in Engineering

Kristine Selma Appel, Loveland, CO
Cum Laude

Jessica Clare Armstrong, Lima
Magna Cum Laude
with Honors in Engineering

Jon Alexander Arnason, Dublin
Magna Cum Laude

Ibrahim Assaf, Columbus
 Sean Granger Atwood, Aurora
Cum Laude

Muhammad Haiqal Bin Azman,
 Melaka, Malaysia
Magna Cum Laude

Marguerite Olivia Bacon, Greenwich
 Kyle Andrew Baker, Hillsdale, MI
Magna Cum Laude

Charles Philip Barton, Downingtown, PA
Magna Cum Laude

Dalton Woodrow Bassak, Akron
 Tyler James Baumgartner, Northfield
Magna Cum Laude

Jacob Garrett Belcher, Tipp City
Magna Cum Laude

Jonathan Hunter Bingham, Canton, MI
Cum Laude

Jared Michael Brown, St. Charles, IL
Cum Laude

Matthew Adam Charleston, Westerville
Cum Laude
 Vamsi Chintalapati, Mooresville, NC
 Namhyeon Cho, Seoul, Korea
*with Honors Research Distinction in Mechanical
 Engineering*

Yubin Choi, Englewood, CO
Magna Cum Laude

Dominic Patrick Cicconi, Wilmington, DE
Magna Cum Laude

Nathaniel Michael Cvelbar, Mentor
 Dennis Arthur Damico, Hinsdale, IL
 Brian George Daniel, North Royalton
 Sean Robert Delaney, Columbus
 Rachel Edison, Vienna, VA
Cum Laude

Clare Fallon Fibbi, Cleveland
Magna Cum Laude

Isaac Flemming, Hilliard
Cum Laude

Reneae Elizabeth Fochesato, Xenia
 Patrick Gerberry, Austintown
Magna Cum Laude

Chase William Granlund, Dublin
 Colleen Margaret Harkins, Yardley, PA
 Thomas Harrington, Berea
Magna Cum Laude

Brendan James Heaphy, Auburn Hills, MI
 Nathan William Heckman, Maria Stein
 Mackenzie Hennas, Merrimack, NH
Cum Laude

Adelaide Helen Hirschi, Marietta
 Douglas Paul Hoffmeister, Cincinnati
Magna Cum Laude

William Bryan Hoge, Sheffield Lake
 Paul James Homan, Ontario
Magna Cum Laude

Dongkan Hu, Jinhua, China
 Mohammad Hageem Bin Huzaimi,
 Columbus
Magna Cum Laude

Daeyub Hwang, Columbus
 Asadullah Idris, Colombo, Sri Lanka
 Muhammad Akmal Bin Ishak,
 Ipoh, Malaysia
Cum Laude

Kareem Sam Jaroudi, Cleveland
Summa Cum Laude

Samantha Jones, Delaware
Magna Cum Laude

Corban Joyce, Chagrin Falls
Magna Cum Laude
with Honors in Engineering
with Honors Research Distinction in Mechanical Engineering

Camellia Kamalinia, Columbus

Brandon Michael Kilgore, Delaware

David H. Koenitzer, Tallahassee, FL

Teck Yang Koh, Shah Alam, Malaysia

Michael David Lloyd, Liberty Township
Summa Cum Laude
with Honors in Engineering

Joshua Thomas Mack, Royersford, PA
Cum Laude

Warren Joseph Mansfield, Springboro

Michael Mazy, Loveland

Jack Raymond McCann, White Lake, MI

Anthony McCollum, Shelby, MO
Magna Cum Laude

Robert Nicholas Medich, New Albany
Cum Laude

Andrew Gino Meiburg, Gahanna
Cum Laude

Logan Mark Meyer, Liberty Center
Summa Cum Laude
with Honors in Engineering

Thomas Jeffrey Milam, Medina
Magna Cum Laude
with Honors in Engineering

Muhammad Shahrul Salihin Bin Mohd Fauzi, Teluk Intan, Malaysia
Cum Laude

Siti Nur Shafiqah Binti Mohd Radzi, Changlun, Malaysia

Muhammad Luqman Bin Mohd Shukri, Bandar Baru Bangi, Malaysia
Cum Laude

Robert David Morton III, Milan
Cum Laude

Brendan Mountain, Columbus

Bryan James Munson, Aurora

Joseph Brian Nemeck, Twinsburg

Trung Luong Nguyen, Columbus

Heather Jade Oberst, Houston, TX

Zhong Ouyang, Yongzhou, China
Summa Cum Laude
with Honors Research Distinction in Mechanical Engineering

Nicholas Alexander Penix, Tallmadge
Summa Cum Laude
with Honors in Engineering

Ilya Anatolyevich Peshko, Galloway

Eric Ravut Pham, Centerville
with Research Distinction in Mechanical Engineering

Richard Allen Phillips II, Cornelius, NC

Ethan James Prohl, Columbus

Muhammad Zam Zam Bin Ramdzam, Ipoh, Malaysia
Summa Cum Laude

Eric Logan Renner, Lewis Center
Cum Laude

Henry Hamilton Richter, Bexley

Joshua L. Rocheleau, Dayton
Magna Cum Laude
with Honors in Engineering
with Honors Research Distinction in Mechanical Engineering

Andrew Joseph Kettner Rygalski, Strongsville

A S M Sajid, Dhaka, Bangladesh
Cum Laude

Stefan Scheele, Caracas, Venezuela
Cum Laude

Joessette Renee Schmotzer, Akron

Allison Jane Scott, Cincinnati
Magna Cum Laude

Jesse Sterrella, Springboro
Cum Laude

Phelan Shaw, Lancaster
Cum Laude

Nicholas Louis Spoelker, Louisville, KY

Melody Takemoto, Columbus
with Research Distinction in Mechanical Engineering

Kai Chuen Tan, Shah Alam, Malaysia
Summa Cum Laude
with Honors Research Distinction in Aeronautical and Astronautical Engineering

Jiadi Tian, Zuhai, China

Gian Carlo Valli, Cincinnati
Magna Cum Laude
with Honors in Engineering

Joshua Robert Verspoor, Mansfield
Magna Cum Laude

Joshua Andrew West, Sidney
Cum Laude

Chiron Andrew Wey, Strongsville

Konrad Jozef Witek, Palos Hills, IL

Teddi Qiuyun Wolf, Columbus
Cum Laude

Jianhong Xie, Shantou, China
Magna Cum Laude

Jun Wei Yap, Kuala Lumpur, Malaysia
Magna Cum Laude
with Honors Research Distinction in Mechanical Engineering

Qihang Zeng, Changsha, China
Cum Laude
with Honors Research Distinction in Mechanical Engineering

Ran Zhuang, Columbus

Bachelor of Science in Welding Engineering

Timothy Babyak, Plain City
Cum Laude

Michael James Becenti, Fairlawn

Adam Isaac Braff, Montvale, NJ

William Jacob Braun, Centerville

Brian Brodman, Upper Sandusky

Camden Taylor Brooks, Marysville

Bryan Keith Buis, Yosemite, KY

Andrew David Casese, Chesterland

Michael David Cloonan, Lititz, PA

Jorge Cortez, Jr., Oceanside, CA

Peter Joseph Crofut, East Amherst, NY

Nicole Marie Cszma, Solon

Christopher Patrick Dugan, Fairlawn

James Edward Eisenhauer, Dayton

Nickolas James Gandara, Brenham, TX

Drew Austin Hickman, Springfield

Grant Mathew High, Medina

Joseph A. Jaskowiak, Grafton

Devin Marion Judge, Columbus

Eric Kennedy, Mayfield Village

Ryan Lasek, Munhall, PA

Brian John Maher, Loveland

Nicholas Vincent Marotta, Brooklyn, NY

Maxwell Hummel Matheny, Greenland, NH

Phillip Jonathan Merz, Columbus
Cum Laude

Daniella Yvette Morris, Bellefontaine
Magna Cum Laude

Adam Phillips, Lake Barrington, IL

Thomas Frank Rastatter, Auburn Township

Nicholas Andrew Schlegel, Beaver Creek

Jacob Anton Schreiberman, Bay Village

Ryan J. Shower, Delaware

William Siefert, Gahanna
Cum Laude

Justin Guy Tang, Ann Arbor, MI

Jeffrey Forbes Turner, Canton

Jordan Danielle Vonderhaar, Milford

Luke Charles Walker, Columbus
Cum Laude

Aaron James Zorij, Brunswick

College of Food, Agricultural, and Environmental Sciences

Dean: Cathann A. Kress

Bachelor of Science in Agriculture

Monique Renee Adam, Howard

Hannah Rose Albers, Anna

Brianna Nicole Patrick, Chardon
Magna Cum Laude

Jake Wade Blackburn, Minford

Casey Marie Blinn-Smith, Westerville

Rosa Marie Bowen, Custer

Ryan Brown, Harrison, NY

Mackenzie Annette Campbell, Columbus

Katherine Ting Chen, Copley
Summa Cum Laude

Claudia Arian Clemons, Willard

Mitchell Lee Cofer, Willard

Holly Elisabeth Collett, Franklin Furnace

Kade Tyler Cope, Richwood

Gabriella Mylinda Criado, Lewis Center

Alexandria Elizabeth Crist, Columbus

Josie Kay Cunningham, Richwood

Sophia Anne DaCunha, Columbus

Emily Rose Derrck, Antwerp
Magna Cum Laude

Hannah Nichole Dishon, Corning

Stephanie Hoang-Nhu Do, Liberty Township

Paige Elizabeth Doklovic, Mansfield
Cum Laude

Hannah Grace Farr, Paulding

Autumn Taylor Fickel, Baltimore
Cum Laude

Domino Leanne Glass, Loveland

Melanie Nicole Goff, Wellington

Abby Renee Henderson, Pickerington

Amber Lynn Herman, Ottawa
Magna Cum Laude

Emily Horst, Smithville
Summa Cum Laude

Elisabeth Violet Hosler, Logan

Jace M. Howard, Stout

Jane Doreen Hulse, Mendota Heights, MN
Magna Cum Laude

Eric Robert Klever, Pickerington

Adam John Lannutti, Grove City
Summa Cum Laude

Morgan Danielle Hunter, Assumption, IL

Carter James Kistler, Columbus

Eric Robert Klever, Pickerington

Adam John Lannutti, Grove City

Tanya Larissa Lippert, Spencer
Cum Laude

Hannah Marie Lucic, Chardon

Djordje Marcic, Columbus

Johnathon Wesley McCandlish, Bremen

Kirsten Ashley McCollough, Amherst
Cum Laude

Andrew Joseph McCord, Okeana
Cum Laude

Dylon McHale, Copley

Brooke Logan McMullin, South Point

Meredith Elise Mescher, Dublin

Ryan Dean Minyo, Mount Gilead
Summa Cum Laude

Nathan Charles Morlock, Bowling Green

Lucille Grace Morrison, Hebron

Sean W. Ng, Upper Arlington

Cecilia U. Nguyen, Columbus

David Matthew Parker, Columbus

Brianna Nicole Patrick, Chardon

Bailey Edward Pees, Kenton

Caleb Sloan Penwell, Washington Court House

Naomi Pepper, Powell

T'Asiah Shabre Powell, Columbus

Nicholas Patrick Rainey, Pickerington

Kyle J. Relyea, Chagrin Falls

Dominick Jason Russano, Brunswick

Maya Eva Schlessel, Dublin

Andrea Scirest, Eastlake

Mikayla Alexandria Shanks, McClure

Margaret Rose Skwara, Cincinnati
Cum Laude

Rachael Ann Slone, South Webster

Bradley Phillip Snyder, Union City

Steven J. Speck, Bowling Green

Alexandria Michelle Stewart, Thornville

Carrie Renee Stoneburner, Amanda

Matt Joseph Stroud, Norwalk

Selam Yohanes Teklu, Columbus

Emily Eileen Thompson, East Sparta

Shelby Thompson, Batavia

Sara Thwaitis, Yorkshire

Haley Alice Todd, Columbus

Michael Trombetta III, Staten Island, NY
with Research Distinction in Animal Sciences

Jacob Andrew Wallbrown, North Benton

Hillary Midori Wells, Piketon

Hannah Elizabeth Whitaker, New Albany

Adam Thomas Widman, Bucyrus

Virginia Rosemarie Wildman, Delaware
Cum Laude

Amanda Marie Williams, Columbus

Helen Marie Wittman, Dayton

Kierstin Faye Wood, Wooster

Bridget Marie Yutzy, Marysville

Bachelor of Science in Construction Systems Management

Jared Scott Ballenger, Fremont

Sebastian Joseph Boggs, Tallmadge

Austin Boyd, North Lawrence

Cole Mitchell Bumpass, Columbus

Justin Nathaniel Cimino, Hilliard

Nicholas James DiGerónimo, Independence
Summa Cum Laude

Matthew Philip Dunfee, Flushing

Joshua Joseph Eilledge, Jenera
Magna Cum Laude

Lane A. Funari, Westerville

Zachary Theodore Gaspar, Chardon

Lucas Benjamin Goehler, Medina
Paulos Kessete Golla, Columbus
Zacharey Raymond Hale, Defiance
Kyle S. Harness, Columbus
Nathan Douglas Hazzard, Cincinnati
Magna Cum Laude

Katie Scarlett Hines, Columbus
James Michael Holtz, Columbus
Nicholas Rocco Jeswald, Poland
Sean Edward Kearns, Columbus
Cum Laude

Nicholas Scott Klein, Hudson
Matthew Kyle Mackey, Batavia
Jessi Marcos Martinez Guerra, Toledo
Dustin Thomas McCuiston, Columbus
Robert Henry Milburn, Mount Airy, MD
Thomas Paul Nelson II, Medina
Nick James Ondracek, Northfield
Austin Jeffrey Overly, Boardman
John-Michael Joseph Pauze, Ypsilanti, MI
James Kenneth Ragland III, Sylvania
Geno Joseph Rollo, Pickerington
John Scott, Columbus
Eric Norman Valentine, West Chester
Seth Jacob Williams, Willard

Bachelor of Science in Food Science

Sok Lin Ang, Kuala Lumpur, Malaysia
Cum Laude
with Research Distinction in Food Science and Technology

Kelly Deatherage, Clarksville
Jack Gother, Avon
with Research Distinction in Food Science and Technology

Jessica Marie Johnson, Stoutsville
Magna Cum Laude

Nur Liyana Ezzaty Binti Md Noor,
Muar, Johor, Malaysia
Stephanie Nestor, Dublin
Megan E. Ryan, Centerburg
Nikhil Sachdeva, Mohali, India
Stephanie Denise Scoggins, Columbus

School of Environment and Natural Resources

Bachelor of Science in Environment and Natural Resources

Logan Joshua Ambrister, Lima
Mary Clare Armbruster, Perrysburg
Hannah Pauline Beroske, Metamora
Magna Cum Laude

Margaret Mary Borders, Dublin
Magna Cum Laude

Stacey Marie Brainard, South Vienna
Cum Laude

Stephanie Lane Brandt, New Bremen
Heidi Marie Brockhaus, Cincinnati
Alexander Douglas Brown, Worthington
Natalie Alyce Burkley, Columbus
Cole Michael Burkholder, Fayette
Alex Michael Butler, Westerville
Murphy Alexander Coan, Westerville
Cum Laude

Lauren Kathryn Deverse, Upper Arlington
Piper Lauren Edie, Uhrichsville
Jessica Erin Edmonds, Westerville
Cum Laude

Michael William Fackler, Loveland
Donald Maurice Farrow III, Westerville
Magna Cum Laude

Kathleen Potok Fillingim, Centerville
Magna Cum Laude

Ariel Fisher, Fairborn
Tess Elizabeth Fullerton, Medina
Nicholas Joel Gasior, Columbus
Alec Glenn Grimm, Hilliard
Shawn Hoffman, Euclid
Jesse Michael Hong, Pittsburgh, PA
Victoria Annalise Houser, New Albany
Taylor Kay Hrabak, Medina
with Research Distinction in Forestry, Fisheries and Wildlife

Cole Mason Hutzel, Mason
Joann Hwang, Tampa, Florida
Dana Jackson, Powell
Elizabeth Anne Kubera, Broadview Heights
Cum Laude

Tibor Nicholas Lakatos, Chardon
Aaron Matthew Link, Granville
Kayla Jo Luft, Amanda
Sophie Manaster, Cincinnati
Magna Cum Laude

with Research Distinction in Environmental Policy and Decision Making

Andrew Edward Meade, Fredericktown
Madeline Jean Moses, Wooster
Cum Laude

Majid Salih Najar, Westerville
Karli Mikae Nardecchia, Vandalia
Magna Cum Laude

Vanessa Elizabeth Nawn, Hudson
Jacob Andrew Netzel, Westlake
Cum Laude

Andrew Lee Oppliger, Westerville
Magna Cum Laude
with Research Distinction in Forestry, Fisheries and Wildlife

Kelly Kavanaugh Peterson, Pickerington
Tammy Pham, Cleveland
Cum Laude

Katherine Lynn Pileski, Sunbury
Andrew Constantine Potts Schmidt,
Upper Arlington
Dominique Provencher, North Royalton
Summa Cum Laude

with Honors Research Distinction in Environment, Economy, Development and Sustainability

William Albert Ray, Cumberland
Katherine Lynn Reiderman, Willard
Kenneth Spencer See, Grove City
Sarah Ann Segers, Cincinnati
Grant Shively, Gahanna
Ashlee Nisara Shuttlesworth, Hilliard
Cum Laude

Rachel Ann Simonetti, Broadview Heights
Cum Laude

Logan Coltrane Smith, Bethel Township
Nischay Soni, Tiffin
Catherine Rose Stanley, Avon Lake
Timothy Paul Sugrue, Dayton
Haley Lima Surckla, Newbury
Tyler Thomas, Granville
Jordan Elizabeth Turnbull, Tipp City
Caroline Joy Wagner, German Village
Eric Mathew White, Centerburg
Kamara Nyché Willoughby, Columbus
Christine Ann Wine, Westerville

Renna Rose Wittum, Hilliard
Jackson Michael Wolf, Medford, NJ

Agricultural Technical Institute - Wooster

Associate in Applied Science

Noah Porter Adams, Medina
Nathanael Christian Betz, Wauseon
Melinda Sue Carmichael, Washington, PA
Hannah Marie Dull, Rittman
Hannah Elizabeth Farley, Marion
Blake Laura Finley, Bloomingdale
Nicholas Warner Groh, Cincinnati
Linzy Allie Haga, Toledo
Nathan P. Hurst, Strongsville
Megan Michelle McCoy, Bloomville
Jason Michael Nagy, Canton
Brianna Nichole Orozco, Wellington
Juliana Lynne Smigielski, Lebanon
Austin Joseph Vanden Bosch, Arlington
Magna Cum Laude
Patrick James Vanderbilt, Lancaster
Megan Nicole Workman, Mansfield
Brandon Patrick Yauger, Orwell

Associate of Science

Brittany Kay Allen, Cambridge
Cum Laude
Samantha Elizabeth Augustine, Loudonville
Jack David Phillip Bowman, Marysville
Cum Laude
Maxwell Leland Brainard, Rittman
Dakota Shane Brame, Junction City
Alexander Douglas Brown, Worthington
Zachary Daniel Brown, Holgate
Lexie Marie Bunn, Winchester
Trevor Burden, West Liberty
Nicholas Scott Carr, Hamilton
Joel Christopher Garcia, Quaker City
Magna Cum Laude
Nicholas Taylor Haulman, Springfield
Courtney Nicole Heister, Attica
Summa Cum Laude

Jessie Laine Howald, Kimbolton
Cum Laude

Jalyn Dawn Jones, Freeport
Morgan Tyler Kessler, Ostrander
Aubrey Sue Mazon, Weston
Cum Laude

Nicole Ruth Middaugh, Junction City
Alyxandria Lin Morris, Millersburg
Madison Elaine Ott, Willard
Zachary Dennis Parrott, Mansfield
Megan Julia Perry, Whitehouse
Cayl Andrew Poncsak, Bryan
Hunter Jason Purdy, Dunkirk
Frances Reategui, Galloway
Hayden Ambrose Riley, Mount Vernon
Taylor Alexis Roth, Continental
Jacob Richard Schott, Vickery
Sarah Kay Schott, Vickery
Magna Cum Laude

Madalyn Jane Schupp, New Philadelphia
Clinton A. Smith, Racine
Tabitha Rose Spreng, Wellington
Katie Elizabeth Stokes, Jefferson

Elizabeth Ann Teaford, Portland
Cum Laude

Shelby Janae Tedrow, Bellville
Nicholas Paul Vincent, Wooster
Mallory Murphy Warner, Wooster
Summa Cum Laude

Abigail Noelle Werstler, Wooster
Cum Laude

Keeley Shay Wilburn, Franklin Furnace
Taylor Lynae Wile, Wooster
Cum Laude

Michael E. Moritz College of Law

Dean: Lincoln L. Davies

Juris Doctor

Trey D. Calver, Columbus

Mariah L. Daly, Centerville
B.A.

Kathryn Leigh Foust, Columbus
B.A. (Ohio Wesleyan University)

Dhohyung Kim, Columbus
B.S. (Sungkyunkwan University)
Ph.D.

Maxwell W. Pristic, Columbus
M.B.A.

Master of Laws

Regina Alba Martinez, Mexico
B.Laws (Facultad Libre de Derecho de Monterrey)

Buthainah Qusai A Alhejazi, Saudi Arabia
B.Laws (King Saud University)

Walaa Altell, Palestine
B.Laws (Al-Quds University)

Kim Phung Nguyen, Vietnam
B.Laws (Ho Chi Minh City University of Law)
M.Laws (BBP University)

Kayla Rothman Zacher, Israel
B.Laws (The Academic Center for Law and Business)

Luis Villasante Del Corral, Spain
B.Laws (Universidad Pontificia Comillas)

College of Medicine

Dean: K. Craig Kent

Doctor of Medicine

Weston Lawrence Niermeyer, Columbus
B.S. (University of Notre Dame)
Magna Cum Laude

School of Health and Rehabilitation Sciences

Bachelor of Science in Health and Rehabilitation Sciences

Kathryn Alexandria Aliff, Dublin
Magna Cum Laude
Ashlee Almendinger, Columbus
Adriana Gala Arribas, Ormond Beach, FL
Magna Cum Laude

Mark Robert Arthur, Grove City
David Morris Aslaner, Marysville
Cum Laude

Megan Lynn Bartholomew, Crestline
Nancy Beasley, Columbus
Daniel Paul Brashear, Hilliard
Alivia Cangelier, Pittsburgh, PA
Summa Cum Laude

Peter Ching, Dublin
Kirsty Elizabeth Cole, Belmont
Laurel Ann Colombini, Fostoria
Cum Laude

Kristina Maria Corks, Lancaster, CA
Cum Laude
Hannah Jesse Coyne, Cincinnati
Magna Cum Laude

Michaela Kathleen Davidson, Green Springs
Kelsey Dettilion, Bucyrus
Mary Sarah Downey, Newark
Mollie Claire Dwyer, Cincinnati
Cum Laude

Lilyan Ghassan Eldadah, Worthington
McKenzie Noel Fain, Springfield
Morgan Christine Foster, Plain City
Cum Laude

Lucy M. Fowler, Bexley
Madison Julia Frey, Twinsburg
Magna Cum Laude

Carly A. Fuller, Wintersville
Rachel Joanna Gammon, Marietta
Michaiah Leighann Halley, Columbus
Karol Lin Ho, Englewood
Cum Laude

Brianna Jacqueline Huller, Cleveland
Jennifer Patricia Ionadi, Pittsburgh, PA
Alayna Marie Kaschak, Westerville
Summa Cum Laude

Emily Elizabeth Kimura, Cleveland
Chloe Genevieve Lawton-Chadwick,
Pittsburgh, PA

Claudia Barbara Lewis, Chagrin Falls
Magna Cum Laude

Richard Michael Leyland, Jr., Pickerington
Leslie Ann Luna, Akron
Magna Cum Laude

with Research Distinction in Health Sciences
Marielle Anne Lynch, Wexford, PA
Summa Cum Laude

Alexandra Meredith Le Roux, Superior, CO
Cum Laude
Emilee Joy Meyer, Spencerville
Cum Laude

Colten Blaze Napier, Waynesfield
Toby Jefferson Norman, Cincinnati
Michael Vaden Piercy, Madison, VA
Taylor Ashton Pirkó, Lewis Center
Cara Pisano, Mentor
Jeremy Queen, Dayton
Stephen Christopher Quintus, Brunswick
Summa Cum Laude

Benjamin William Rohrer, Akron
Kathryn Paige Shower, Delaware
Cody West Smith, Ararat, VA

McKenzie Ann Smith, Harrod
Rachel Anne Smithberger, Toledo
Magna Cum Laude

Ryan James Weisbarth, Geneva
Lauren Marie Westerbeck, Hudson
Allison White, Wilmington
Morgan Kathleen Witchey, Dublin
Solan Yadata, Columbia, MD
Amber Lee Yoder, Kittingning, PA
Haylie Marie Zavarella, Solon
Cum Laude

Jing Zhang, Jiangsu, China
with Research Distinction in Health Sciences

College of Nursing

Dean: Bernadette M. Melnyk

Bachelor of Science in Nursing

Ayah Al-Najjar, Westlake
Anna Maria Amato, Columbus
Olivia Ane Abagye, Washington Court House
Tina Louise Barnett, Coshocton
Joshua Shane Beale, Crossville, TN
Jennifer Ann Beck, Tiffin

Sarah Benz, Liberty Township
Alisha Bonin, Chandlersville
Madison Rae Carter, Santa Barbara, CA
Teresa Rose Cutrone, Bensalem, PA
Judith B. Earman, Columbus

Tracy L. Elworth, Huber Heights
Hani A. Essa, Columbus
Abby Gwendolyn Fife, Harrisburg, PA
Jesse Glass, Mount Gilead

Morgan Elizabeth Glover, Arlington, VA
Marc J. Hayek, Cleveland
Eileen Kelly, Mercer, PA
Hee Chung Kim, Columbus
Damaris Maina, Lewis Center

Laura M. Manahan, Columbus
Kristina Renee Mangen, Botkins
Lina Martin, Lima
Kerry Ellen McInerney, Columbus

Elizabeth Kay Mercer, Pickerington
Michelle Lynn Mettler, Put-In-Bay
Margo Beth Moore, Stoutsville
Katherine Marie Nikaidoh, Cincinnati
Magna Cum Laude

Secundra T. Parker, Columbus
Trevor Perdue, Platte City, MO
Derek Edward Phuels, Cincinnati
Omobolanne Olabisi Abiola Popoola,
Brownsburg, IN

Donequia Tyreia Rhodes, Springfield
Sarah Beth Robinson, Ashland
Franklin Dorsey Roope III, Clyde
Paige Ann Sanders, Circleville
Arminda Sue Sapp, Mansfield

Jennifer Lynn Sapp, Mansfield
Elizabeth Lipat Medina Savona, Hilliard
Christopher Ryan Scott, Springfield
Brandy Lee Sheaffer, Ashland

Jason Siem, Virginia
Leann Marie Sparr, Shreve
Ronell Ariane Swain, Akron
Lisa Verma, Chicago, IL
Jameca L. Williams, Columbus

Amber N. Wilson, Columbus
Scott Robert Woolf, Springfield
Donald Conrad Yahner, Olmsted
Naudya S. Yanno, Youngstown

College of Pharmacy

Dean: Henry J. Mann

Doctor of Pharmacy

Annamarie DiMeo, Columbus
B.S.Pharm.

Bachelor of Science in Pharmaceutical Sciences

Sierra Alexander, Blacklick
Asha Abdilahi Ali, Columbus
Caitlyn Kathleen Baldwin, South Bloomfield
Kassidy Kristine Banford, Bellbrook
Magna Cum Laude

Shreya Ashutosh Barde, Louisville, KY
Sarah Bee, Cincinnati
Ross Hamilton Bockbrader, Jr., Columbus
Cum Laude

with Distinction in Pharmaceutical Sciences

XiaoLing Chen, Lakewood
Summa Cum Laude

Nicholas Scott Cross, Columbus
Kimberly Autumn Detty, Canal Winchester
Dinah R. Diab, Cincinnati
Ethan Kelly Dunn, Columbus
Kevin Andrew Gerds, Lancaster

Brian Marta Graham, Hilliard
Sara Rose Guagliardo, Woodridge, IL
Rachel Marie Hopper, Harpster
Hannah Johns, Hilliard

Cameron Christian Johnson, Cincinnati
Cynthia Rumbidzai Kanyongo, Columbus
Jenna Lynette Keller, Cortland
Julia Khan, Dublin
Conner Knight, Girard

Wenjing Lin, Hilliard
Cole David Massie, Washington Court House
Mursal S. Moumin, Columbus
Abubakar Sharif Noor Munye, Columbus
Lan Cuc Nguyen, Westerville
Cum Laude

Kavitha P Seker, Subang Jaya, Malaysia
Magna Cum Laude
Anna Christine Rader, Johnstown
Chase O'Ryan Reed, Dublin

Kathryn Imani Samuel, Columbus
Ruowen Song, Xujiahui, China
Cum Laude

Samantha Marie Steele, Shoreham, NY

John Glenn College of Public Affairs

Dean: Trevor L. Brown

Bachelor of Arts

Emma Louise Berlage, Cincinnati
Cum Laude

Elizabeth A. Brett, Chardon
Cum Laude

Joseph Raymond Bryan, Strasburg
Magna Cum Laude

Alexander Frisch, Westfield, NJ
Cum Laude

Victoria Ellis Haber, Chagrin Falls
Magna Cum Laude

Madelynn Noel Johnson, Columbus
Summa Cum Laude

Logan Evan Kohl, Londonderry
Maya Majikas, Mentor
Summa Cum Laude
with Honors in Public Affairs

April Jolyn Mundziak, Etna
Jeffrey Allen Phillips, Columbus
Magna Cum Laude

Alexandra Marie Schoellkopf, Chagrin Falls
Nathan Schumacher, Newport, KY
Summa Cum Laude

Taylor Ann Stokes, Peoria, AZ
Cum Laude

William Francis Sullivan, Columbus
Kayla Elizabeth Wilson, Wyoming
Cum Laude

Bachelor of Science

Jeffrey Caleb Boyd, Columbus
Jeremy Cronig, Shaker Heights
Cum Laude

Brenton Nelson Gutkowski, Anaheim Hills, CA
Magna Cum Laude
John Robert Scordia II, Lewis Center

College of Public Health

Dean: Amy L. Fairchild

Bachelor of Science in Public Health

Farihya Hassan Abdulrahman, Columbus
Beijan Alai, Dublin
Kofi Amankwa, Columbus
Simone Monet Bacon, Chicago, IL
Cum Laude

Jonathan Philip Bashor, Akron
Madison Behm, Chicago, IL
Cum Laude

Katie Rene Brown, Strongsville
Summa Cum Laude

Katherine Denise Crooks, Conneaut
Adar Abdiaziz Elmi, Columbus
Cum Laude

Taylor Rae Fryman, Lebanon
Samsam Handulle, Columbus
Cum Laude

Tabitha Joy Hootman, Springfield
Tierra Jewell Hummons, Dayton
Juliet Rose McAdam, Sleepy Hollow, NY
Elizabeth Nthambi Mwanzia,
Canal Winchester

Kaamela Samadi, Cincinnati
Delaine Thomas, Yonkers, NY
Summa Cum Laude

Taylor Reese Western, Elicott City, MD
Magna Cum Laude

Courtlyn Virginia Zagore, Strongsville

College of Social Work

Dean: Thomas K. Gregoire

Bachelor of Science in Social Work

- Ching Yee Cheung, Marion
- Carli De Anna, Northfield
- Jennifer Diane Gibson, Hydro, OK
Cum Laude
- Emily Megan Goldin, Westlake Village, CA
Cum Laude
- Michelle Shaunta Graham, Topeka, KS
- Christina Marina Jones, Columbus
- Lisa Bridgett Mahon, Cleveland
Cum Laude
- Jessica Viridian Pantaleon Camacho, Columbus
- Julia Marie Pizzuto, Dumont, NJ
- Susan Marie Scheutzow, Medina
- Hamat Sow, Gambia, West Africa
- Jade Stanley, Lima
- Patrick Joseph Woodruff, Columbus

College of Veterinary Medicine

Dean: Rustin M. Moore

Doctor of Veterinary Medicine

- Sara Marie Litzinger, Westerville
- B.S. (Pennsylvania State University)

Candidates to be Commissioned in the Armed Forces

United States Army

Second Lieutenant United States Army

Military Police
Branton A. Henry, Sr.

Field Artillery
O'Quilla Z. Jones
Andrew T. Miura

Medical Services
Tomer Lux

Second Lieutenant United States Army National Guard

Quarter Master
*Riley D. Bush
Diana P. Quezada

Cyber
*Thomas N. Faust

Military Police
Adam R. Minor

Second Lieutenant United States Army Reserves

Signal Corps
Joshua H. Widdifield

United States Air Force

Second Lieutenant United States Air Force

Nathan T. Fiorino
Andrew J. K. Rygalski
Jalen P. Soat

United States Navy

Ensign United States Navy

- James E. Eisenhauer
- Shane E. Platt
- Robert H. Milburn
- Willow K. Sutton
- Mackenzie Hennas
- Wesley A. Patton
- Axel M. Vickery

Second Lieutenant United States Marine Corps

Nicole M. Csizma
Aaron W. Mossor
Paul K. Phillips
Gabriel J. Smith

Graduates with Honors

Criteria for graduating with honors are listed below. Grade-point averages (GPA) are based on the student's penultimate semester.

Summa Cum Laude designates those who earned a 3.9 GPA or better.

Magna Cum Laude designates those who earned a 3.7 GPA or better.

Cum Laude designates those who earned a 3.5 GPA or better.

With Honors in the Arts and Sciences requires successful completion of the Arts and Sciences Honors Contract and graduation with a 3.4 GPA or better.

With Honors in Business/Accounting requires successful completion of a prescribed honors program of study and graduation with a 3.5 GPA or better.

With Honors in Education and Human Ecology requires successful completion of an honors experience contract and graduation with a 3.4 GPA or better.

With Honors in Engineering requires successful completion of an honors experience contract and graduation with a 3.4 GPA or better.

With Honors in Food, Agricultural, and Environmental Sciences requires successful completion of an honors experience contract and graduation with a 3.4 GPA or better.

With Honors in Medicine denotes successful fulfillment of the College of Medicine Honors Program tenets and a 3.4 cumulative GPA or better.

With Honors in Public Affairs requires successful completion of an honors experience contract and graduation with a 3.4 GPA or better.

With Honors in Public Health requires successful completion of a prescribed honors program of study and graduation with a 3.5 GPA or better.

With Distinction requires successful completion of an undergraduate thesis and a 3.4 GPA or better.

*denotes Distinguished Military Graduate
**denotes Distinguished Air Force Graduate
***denotes Distinguished Naval Graduate

Summary of Degrees and Certificates

Autumn Semester Commencement – 2019

College	Degree/Certificate	Degree/Cert. Total	Autumn Semester 2019 College Total	
Graduate School	D.M.A.	4		
	Ph.D.	204	208	
	Ed.D.	3	Doctoral	
	D.N.P.	2		
	Ed.S.	1		
	M.Ac. Q.R.Mgt.	2		
	M.A.C.P.R.	8		
	M.Appl.Econ.	2		
	M.Appl.Stat.	3	5	
	M.A.	55	Professional	
	M.B.A.	28		
	M.Bus.Log.Eng.	20		
	M.Bus.Op.Excel.	36		
	M.C.R.P.	2		
	M.E.N.R.	2	421	
	M.Glb.Eng.Ldr.	2	Masters	
	M.H.A.	1		
	M.Hum.Res.Mgt	2		
	M.Learn.Tech.	2		
	M.Math.Sci.	1		
	M.P.H.M.	1		
	M.P.A.	11	2	
	M.Public Hlth.	18	Certificates	
	M.S.	213		
	M.S.W.	6		
	M.Sprt.Coach	4		
	Spec.M.Bus.	1		
Cert.Sch.NurWel.Crd.	2	636		
Arts and Sciences	B.A.	612		
	B.A.Jour.	10		
	B.Art Ed.	1		
	B.F.A.	21		
	B.Mus.	1		
	B.Mus.Ed.	5		
	B.S.Design	1		
	B.S.Atmos.Sci	1		
	B.S.Geog.Info.Sci	5		
	B.S.	295		
	A.A.	380	1332	
	Business, Fisher College of	B.S.Bus.Adm.	422	422
	Dentistry	D.D.S	1	1
Education and Human Ecology	B.S.H.P.N.E.S.	2		
	B.S.H.D.F.S.	52		
	B.S.Human Ec.	53		
	B.S.Hsptly.Mgt.	14		
	B.S.Nutrition	9		
	B.S.Ed.	101	231	
Engineering	B.S.A.A.E.	7		
	B.S.Arch.	3		
	B.S.Aviation	2		
	B.S.Biomed.E.	7		
	B.S.Ch.E.	69		
	B.S.C.R.P.	17		
	B.S.C.E.	37		
	B.S.C.S.E.	90		
	B.S.E.C.E.	86		
	B.S.E.P.	3		
	B.S.Env.Eng.	10		
	B.S.F.A.B.E.	19		
	B.S.I.S.E.	29		
	B.S.Land.Arch.	1		
B.S.Mat.Sc.Eng	24			
B.S.M.E.	103			
B.S.W.E.	37	544		
Food, Agricultural, and Environmental Sciences	B.S.Agr.	83		
	B.S.C.S.M.	33		
	B.S.Food.Sc.	9		
	B.S.E.N.R.	66		
Environment and Natural Resources, School of Agricultural Technical Institute	A.A.S.	17		
	A.Science	40		
	Cert.Hyd.Serv.Repair	1	249	
Law, Michael E. Moritz College of	J.D.	5		
	LL.M.	6	11	
Medicine Health and Rehabilitation Sciences, School of	M.D.	1		
	B.S.Hlth.Rehab.Sci.	58	59	
Nursing	B.S.Nurs.	50		
	Cert.Reg.Nrs.Pri.Care	4	54	
Pharmacy	Pharm.D.	1		
	B.S.Pharm.Sci.	33	34	
Public Affairs, Glenn College of	B.A.	15		
	B.S.	4	19	
Public Health	B.S.P.H.	19	19	
Social Work	B.S.Soc.Work	13	13	
Veterinary Medicine	D.V.M	1	1	
Total Degrees and Certificates		3,625	3,625	

Total Degrees this Semester	(not including certificates)	3,618
Total Degrees since 1878	(not including certificates)	784,995
Total Degrees during Last Decade	(not including certificates)	148,125



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

Board of Trustees

(The expiration date of each trustee's term is given in parentheses.)

- Gary R. Heminger, *chair* (2027)
- Timothy P. Smucker, *vice chair* (2020)
- Abigail S. Wexner, *vice chair* (2023)
- Alex Shumate (2020)
- Cheryl L. Krueger (2021)
- Brent R. Porteus (2022)
- Erin P. Hoeflinger (2022)
- Alex R. Fischer (2023)
- Hiroyuki Fujita (2024)
- Alan A. Stockmeister (2025)
- John W. Zeiger (2026)
- Elizabeth P. Kessler (2027)
- Lewis Von Thaeer (2028)
- Jeff M.S. Kaplan (2028)
- Michael Kiggin (2021)
- Janice M. Bonsu, *student trustee* (2020)
- Anand Shah, *student trustee* (2021)
- Alan VanderMolen, *charter trustee* (2020)
- Janet Porter, *charter trustee* (2020)
- James D. Klingbeil, *charter trustee* (2021)

Jessica A. Eveland, *secretary*

PRESIDENT'S CABINET

Michael V. Drake

President

Susan M. Basso

Senior Vice President for Talent,
Culture and Human Resources

Molly Ranz Calhoun

Interim Senior Vice President for
Student Life

Christopher J. Davey

Interim Vice President for University
Communications

Michael C. Eicher

Senior Vice President for Advancement
President, The Ohio State University
Foundation

Anne K. Garcia

Interim Vice President for Legal Affairs and
General Counsel

Katie Hall

Chief of Staff, Office of the President

Jack D. Kasey

Senior Vice President for Administration
and Planning

Gail B. Marsh

Senior Vice President and Chief Strategy
and Implementation Officer

Bruce A. McPheron

Executive Vice President
and Provost

Michael Papadakis

Senior Vice President for Business and
Finance and Chief Financial Officer

Harold L. Paz

Executive Vice President and
Chancellor for Health Affairs

Stacy Rastauskas

Vice President for Government Affairs

Gene D. Smith

Senior Vice President and
Wolfe Foundation Endowed
Director of Athletics

Morley O. Stone

Senior Vice President for Research

COUNCIL OF DEANS

Alicia L. Bertone

Vice Provost for Graduate Studies
Dean, Graduate School

Trevor L. Brown

Executive Dean, Professional Colleges
Dean, John Glenn College
of Public Affairs

Lincoln L. Davies

Dean, Moritz College
of Law

Amy L. Fairchild

Dean, College of Public Health

Thomas K. Gregoire

Dean, College of Social Work

Elizabeth V. Hume

Vice Provost for Student Academic
Success and Dean for Undergraduate
Education

Damon E. Jaggars

Vice Provost and
Dean of University Libraries

Norman W. Jones

Dean and Director,
Ohio State Mansfield

K. Craig Kent

Dean, College of Medicine

Cathann A. Kress

Vice President for Agricultural
Administration
Dean, College of Food, Agricultural, and
Environmental Sciences

Patrick M. Lloyd

Dean, College of Dentistry

William L. MacDonald

Dean and Director, Ohio State Newark

Anil K. Makhija

Dean, Fisher College of Business

Henry J. Mann

Dean, College of Pharmacy

Bruce A. McPheron

Executive Vice President and Provost

Bernadette M. Melnyk

Vice President for Health Promotion
Chief Wellness Officer
Dean, College of Nursing

Rustin M. Moore

Dean, College of Veterinary Medicine

Michael Papadakis

Senior Vice President for Business and
Finance and Chief Financial Officer

Donald B. Pope-Davis

Dean, College of Education and
Human Ecology

Timothy A. Rehner

Dean and Director, Ohio State Lima

Gretchen Ritter

Executive Dean and Vice Provost,
College of Arts and Sciences

Gregory S. Rose

Executive Dean, Regional Campuses
Dean and Director, Ohio State Marion

Morley O. Stone

Senior Vice President for Research

David B. Williams

Dean, College of Engineering

Karla Zadnik

Executive Dean for Health Sciences
Dean, College of Optometry

Appendix XXXIII



Board of Trustees

BYLAWS OF THE BOARD OF TRUSTEES OF THE OHIO STATE UNIVERSITY

Updated: August 30, 2019

Chapter 3335-1

3335-1-01 Meetings of the board of trustees.

- (A) Regular meetings. Unless otherwise specified by the chair, there shall be at least four regular meetings of the board of trustees each year. At such meetings, any business related to the authority of the board of trustees may be discussed and transacted.
- (B) Special and emergency meetings. Special and emergency meetings of the board of trustees shall be held upon call of the chair on his or her own initiative, or upon written request of five members of the board to the secretary. A specific statement of purpose for the special or emergency meeting shall be provided in accordance with state law.
- (C) Notice of meetings. Unless otherwise specified, all meetings of the board shall be held at the Columbus campus of the Ohio state university at such date and time as is designated in the notice of meeting. Public notice of all meetings shall be given in accordance with the requirements of section 121.22 of the Revised Code. Any person may obtain information regarding the time, date and location of all meetings by contacting the office of university communications or by visiting <http://trustees.osu.edu>.
- (D) Order of business. Unless otherwise indicated in the meeting agenda, the order of business at all meetings of the board shall be as follows:
 - (1) Roll call.
 - (2) Consideration of minutes of preceding meeting.
 - (3) Report of the president of the university.
 - (4) Report of committees of board of trustees.
 - (5) Unfinished business.
 - (6) New business.
 - (7) Consideration and approval of action items.
 - (8) Adjournment.
- (E) Quorum and manner of acting.
 - (1) A majority of the voting members of the board or a committee of the board shall be present in person at any meeting of the board or the committee in order to constitute a quorum for the transaction of business at such meeting.

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

Updated: August 30, 2019

- (2) Except as otherwise provided in paragraph (E)(3) of this rule, the act of the majority of the voting members present at any such meeting at which a quorum is present shall be the act of the board of trustees or its committees. In the absence of a quorum, a majority of those present may adjourn the meeting from time to time until a quorum is had. Notice of any adjourned meeting need not be given.
 - (3) The concurrence of a majority of all of the board members shall be necessary to elect or to remove the president, or adopt, amend, or repeal a bylaw of the board of trustees.
 - (4) A roll call vote is necessary when electing or removing a president and when acting on motions involving the expenditure of university funds. On all other matters, a voice vote may be conducted instead.
- (F) Parliamentary authority. *Robert's Rules of Order, Newly Revised* (most recent edition), shall be accepted as authority on all questions of parliamentary procedure not determined by these bylaws or provisions of the Ohio Revised Code.
- (G) Attendance. Consistent with the expectations set forth in section 3.17 of the Revised Code, every voting member of the board, the Wexner medical center board, and/or one of their committees shall, except for extraordinary reasons, attend all meetings of the board and/or their committees. When a voting member of the board or one of its committees cannot attend, the individual will so inform the chair with as much advance notice as possible and provide an explanation for the absence.
- (H) Executive session. Subject to the requirements of Ohio law, the board or a committee of the board may hold any portion of a regular, special or emergency meeting in executive session with participation limited to voting members of the board or the committee of the board. Other individuals may be invited to attend any or all portions of an executive session as deemed necessary by the board chair or committee chair.

(Board approval dates: 2/6/1987, 10/1/1999, 7/11/2008, 8/28/2015, 5/31/2019)

3335-1-02 Members, officers and committees of the board.

- (A) Members of the board of trustees.
- (1) The board of trustees of the Ohio state university shall, as provided in section 3335.02 of the Revised Code, be comprised of seventeen trustees, including two student trustees, who shall be appointed by the governor, with advice and consent of the senate, with terms of office as articulated in the Ohio Revised Code.
 - (2) Student trustees. Student trustees shall be permitted to participate in all discussion and deliberations of the board, including attending executive sessions.
 - (3) Charter trustees. In order to take advantage of the diverse cultural, geographic, business, professional, public service and civic backgrounds, talents and experiences of friends and alumni of the Ohio state university who do not live in the state of Ohio, the position of charter trustee has been established, in accordance with the following guidelines:
 - (a) Charter trustees shall be non-Ohio residents and shall be chosen on the basis of the following attributes: Ohio state university alumna/alumnus or friend of the university; success in his or her chosen field or profession; state, national, or international prominence; ability to advocate for higher education; and willingness and ability to offer counsel.

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- (b) There shall be no more than three positions of charter trustee.
 - (c) Each charter trustee shall be appointed for a three-year term, commencing on May fourteenth and expiring on May thirteenth, and shall be eligible to serve a second consecutive three-year term.
 - (d) Charter trustees shall have no voting privileges on the board of trustees, shall not be considered in determining whether a quorum is present, and shall not be eligible to be officers of the board, but will otherwise participate in all activities of the board, including membership on committees. Charter trustees who are members of board committees shall have voting privileges on those committees and shall be eligible to serve as committee chair or vice chair.
 - (e) Charter trustees shall be nominated by the talent, compensation and governance committee and shall be appointed, and may be removed, by a vote of the board. Upon such appointment, the chair shall cause a letter of appointment to be delivered to the charter trustee, and a copy of the letter shall be delivered to the governor.
- (4) Ethics and conflicts of interest. All trustees shall follow the protections of the public set forth in Chapter 102, sections 2921.42 and 2921.43 of the Revised Code. In addition, the board of trustees shall adopt and periodically review a policy on ethics and conflicts of interest to govern all members of the board of trustees, Wexner medical center board and their committees.
 - (5) Statement of expectations. The board of trustees shall adopt and periodically review a board statement of expectations, which shall address such topics as comportment among board members, with the university president and other internal constituents, and with external constituents.
 - (6) Indemnification. Trustees, charter trustees, and non-trustee committee members shall be entitled to legal defense and indemnification against any claims or liabilities which might arise from the performance of their duties on behalf of the Ohio state university to the fullest extent permitted by Ohio law.
 - (7) Reimbursement of expenses. All trustees, charter trustees, and non-trustee committee members shall be entitled to reimbursement for reasonable travel expenses incurred in attending meetings of a committee or of the board of trustees, or other meetings as a representative of the board, in accordance with university policy and Ohio law.
- (B) Officers
- (1) Number. The officers of the board shall be a chair, one or more vice chairs, and a secretary. No officer of the board shall, at the same time, hold more than one board office. The board may elect such other officers as the board may deem necessary with such authority and responsibility as delegated to them by the board.
 - (2) Chair. The chair shall preside at all meetings of the board. Unless otherwise directed by the board, the chair shall have the authority to appoint members of and to fill vacancies on all standing and ad hoc committees and shall serve as an ex-officio member of all standing and ad hoc committees. Subject to these bylaws, the chair shall fix the date and time of all regular, special, and emergency meetings, shall sign the journal of all proceedings of the board, and perform such other duties as may pertain to this office.
 - (3) Vice chair. At the request of or in the absence or incapacity of the chair, the vice chair shall perform all the duties of the chair and, while so acting, shall have all the powers and authority

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of, and be subject to all the restrictions upon, the chair. In the event that there are multiple vice chairs, these powers and duties shall devolve upon the senior vice chair, based on length of service on the board, unless otherwise indicated by the board. In addition, the vice chair shall perform such other duties as may be assigned to him or her by the board or by the chair.

- (4) Secretary. Under the direction of the president and with the approval of the board of trustees, the secretary of the board of trustees shall:
- (a) Be the custodian of and responsible for the preservation of all official records of the board;
 - (b) Be the custodian of the university seal and cause its imprint to be placed whenever and wherever appropriate;
 - (c) Keep the minutes of all meetings of the board and of committees of the board;
 - (d) Perform all other duties customary to the office or assigned by the chair or the board.

In the absence of the secretary, the associate secretary shall perform the duties of the secretary of the board and all official actions taken by the associate secretary shall be deemed authorized and approved by the board of trustees.

- (5) Election, term of office, and qualifications.
- (a) The officers of the board shall be elected annually by the board and shall take office at the adjournment of the final meeting of the fiscal year ending June 30. They shall hold their office through the following final fiscal year meeting of the board of trustees or until their successors are elected and qualified, so long as they shall continue to be eligible to serve as officers.
 - (b) The chair and the vice chair must be members of the board of trustees. The qualifications of all other officers shall be determined by the board.
 - (c) The chair shall be elected to a one-year term, and may serve up to three consecutive terms as chair. Before the end of each term, the talent, compensation and governance committee shall conduct a review of the chair, and after consultation with the members of the board, shall recommend to the board whether the chair should be reelected for an additional term.
 - (d) The vote of a majority of all trustees then in office shall be necessary to elect or remove an officer of the board.

(C) Committees of the board.

- (1) Standing committees of the board, the members of which shall be appointed annually by the chair, shall be constituted and shall consider and make recommendations for action by the board on the various matters as enumerated below:
- (a) Academic affairs, ~~and student life~~ and research committee. The academic affairs, ~~and student life~~ and research committee shall consider and make recommendations to the board regarding matters pertaining to the teaching, research, and public service programs of the university and its faculty, staff, and students. Matters to be brought before the committee may include, but shall not be limited to: faculty and staff matters; educational policy; academic structure and organization; student

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welfare and housing; collective bargaining; university faculty and student rules; conferring of degrees, certificates, awards, and other honors; the university system of Ohio; regional campuses; the Ohio agricultural research and development center; agricultural technical institute; the university's land-grant mission and extension programs; athletics; and any other matter assigned to the committee by the board or the chair of the board.

In addition to trustees appointed to the committee, the committee shall also consist of at least one student trustee, one member of the university faculty, and up to two additional non-trustee members.

- (b) Audit, compliance and Finance committee. The audit, compliance and finance committee shall consider and make recommendations to the board regarding matters pertaining to the financial, business, and administrative management of the university, auditing of the university and related entity operations and oversight of compliance functions. Matters to be brought before the committee may include, but shall not be limited to: internal audit policies, plans, and reports; financial statements; internal financial control systems; oversight and monitoring of compliance programs and activities; enterprise risk management systems and business continuity planning; approval and monitoring of affiliated entities; selection of, and receiving reports from, independent auditors (in conjunction with the auditor of state); capital and operating budgets and policies; issuance of debt; tuition and fees; university master planning; development and maintenance of facilities; real property matters; security and safety of the campuses; purchasing policies; self-insurance trust; the research foundation; commercialization; managed health care systems; and any other matter assigned to the committee by the board or the chair of the board.

In addition to trustees appointed to the committee, the committee shall also consist of at least one student trustee and up to three additional non-trustee members.

All individual trustees shall be appointed to either the audit, compliance and finance committee or the academic affairs, and student life and research committee in approximately even distribution.

- ~~(c) Audit and compliance committee. The audit and compliance committee shall consider and make recommendations to the board regarding matters pertaining to auditing of university and related entity operations and oversight of compliance functions. Matters to be brought before the committee may include, but shall not be limited to: internal audit policies, plans, and reports; financial statements; internal financial control systems; oversight and monitoring of compliance programs and activities; enterprise risk management systems and business continuity planning; approval and monitoring of affiliated entities; selection of, and receiving reports from, independent auditors (in conjunction with the auditor of state); and any other matter assigned to the committee by the board or the chair of the board.~~

~~The committee shall consist of at least five trustees and up to three additional non-trustee members.~~

- (d) Advancement committee. The advancement committee shall consider and make recommendations to the board regarding matters of policy and strategy pertaining to the university-wide integration of fund raising, alumni relations, marketing and related efforts (known as advancement) to foster positive relationships with students, alumni, and other key audiences; provide multiple opportunities for engagement; and generate involvement with and support for the mission of the university. The committee shall advise relevant university officers and monitor progress,

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performance, and the integration of fund raising efforts, alumni relations and marketing strategies. Matters to be brought before the committee may include, but shall not be limited to: fundraising and development policies; capital campaigns; acceptance of gifts; relations with and activities of the university foundation, Wexner center foundation, and other related organizations; naming of university buildings and other spaces; and any other matter assigned to the committee by the board or the chair of the board.

The committee shall consist of at least five trustees, two members of the alumni association governing board, and two members of the university foundation board. The alumni association shall nominate its representatives for a one-year appointment, renewable for up to three years, and forward those nominations to the chair of the board. The university foundation board shall nominate its representatives for a one-year appointment renewable for up to three years, and forward those nominations to the chair of the board. Additional non-trustee members may be appointed to ensure expertise in the areas for concentration for this committee.

- (e) Talent, compensation and governance committee. The talent, compensation and governance committee shall provide oversight and counsel to the president regarding matters related to the senior leadership of the university, as determined by the board and the president, and make recommendations to the board regarding matters pertaining to the organization of the board and involvement and role of trustees. Matters to be brought before the committee may include, but shall not be limited to: roles and responsibilities of trustees and senior leadership positions; position specifications and necessary qualifications; compensation strategy and comparative data; transition plans; the board structure and operation; matters related to the trustees and charter trustee selection process; trustee orientation; reviews of the president of the university and officers of the board; expectations regarding trustee comportment; organization of the board office; and any other matter assigned to the committee by the board or the chair of the board.

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

- (f) Master planning and facilities committee. The master planning and facilities committee shall consider and make recommendations to the board regarding the university's physical environment to ensure they enable and advance the university's academic mission and strategic goals; review and recommend for approval the planning, design, and construction activity of the university, including the Wexner medical center; serve as stewards of the campus master plans and district plans; and any other matter assigned to the committee by the board or the chair of the board.

The committee shall consist of at least three trustees and no more than three non-trustee committee members, with majority membership by trustees at all time.

- (2) The chair and vice chair of each committee of the board shall be trustees or charter trustees.
- (3) The chair of the board shall appoint the chair, vice chair, and other trustee and non-trustee members of each committee. The board or the chair of the board may designate guidelines regarding non-trustee members of committees. Student trustee, charter trustee, and non-trustee committee members shall be voting members of the committees on which they serve.

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- (4) In addition to the committees enumerated in this bylaw, the board or the chair of the board may establish ad hoc committees and appoint the members thereof.
- (5) Committees of the board of trustees have no independent decision-making authority. Any matter or resolution recommended by a committee of the board shall be presented to the board for its consideration.
- (6) Except as provided in paragraph (B)(1) of rule 3335-93-01 of the Administrative Code, no trustee shall, during his or her term in office, serve as a director or officer or in any other capacity of any university affiliated entity or as a director, officer, or member or in any other capacity of any other university or related advisory or governance board, committee, or similar body, unless such service is approved by the chair of the board of trustees.

(Board approval dates: 12/2/1994, 10/1/1999, 10/4/2002, 7/11/2008, 11/7/2008, 4/3/2009, 8/30/2013, 8/28/2015, 5/31/2019, 8/30/2019)

3335-1-03 Administration of the university.

- (A) The president.
 - (1) The president shall be the chief executive officer of the Ohio state university and shall be responsible for the entire administration of the university, subject to control of the board of trustees. The president shall lead in fostering and promoting education, research and outreach as the primary aims of the university. It shall be the duty of the president to enforce the bylaws, rules and regulations of the board of trustees, and, as a member of the faculty, to interpret to the board proposals and actions of the faculty. The president is hereby clothed with the authority requisite to that end.
 - (2) The president shall be a voting member of all college faculties, of the graduate school faculty, and of the faculty of the arts and sciences, and shall be a voting member and presiding officer of the university faculty and of the university senate. The president shall appoint all committees of the university faculty and of the university senate, unless membership has been designated by rule.
 - (3) After consultation with the steering committee of the university senate, the president may recommend to the board of trustees candidates for honorary degrees. The number of candidates so recommended shall be limited to eight per calendar year. This right and its limitation in no way abrogates the power of the university senate to recommend candidates for honorary degrees (rule 3335-5-41 of the Administrative Code).
- (B) Executive vice president and provost. The executive vice president and provost shall, under the direction of the president, be responsible for and have the requisite authority for the oversight of all academic programs and other instructional and faculty affairs of the university, and shall be the chief operating officer of the university.
- (C) Senior vice president for business and finance and chief financial officer. The senior vice president for business and finance and chief financial officer shall, under the direction of the president, be responsible for and have the requisite authority for the administration of the university's business, financial and administrative operations. The senior vice president for business and finance and chief financial officer shall report to the president and, as appropriate, shall consult with the executive vice president and provost.

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- (D) Faculty and staff. Within parameters set forth by action of the board of trustees, the president and/or his or her designee(s) shall have the authority to appoint and set the compensation for such other administrative officers, faculty and staff as are necessary to carry out effectively the operation of the university and delegate functions to them with the authority necessary for their proper discharge.
- (E) Delegation of authority. Any authority or responsibility of the president may be delegated by the president to any other member of the faculty or staff of the university, subject to any limitations set forth by action of the board of trustees. Although the president may delegate authority to appropriate officials, the president will retain final authority and responsibility for administration of the university. Delegation of major areas of authority or responsibility shall be in writing and shall be reported to the board of trustees prior to implementation.
- (F) President's cabinet. The president shall convene a president's cabinet that will consist of such members as designated by the president. The primary responsibilities of the president's cabinet shall be to provide advice and counsel to the president, to discuss, deliberate and serve as the primary decision-making body on major university policy issues, information sharing, and such other roles as the president shall determine.
- (G) Principal administrative officials. The term "principal administrative official" shall include the members of the president's cabinet, the deans of the colleges and the dean and directors of regional campuses and their designated staffs, the director of the university libraries, chairs of academic departments, directors of schools and academic centers, and such other administrative officials as determined by the president.

(Board approval dates: 7/21/1978, 11/30/1979, 4/4/1980, 3/6/1981, 4/3/1981, 12/10/1981, 5/7/1982, 6/10/1982, 7/9/1982, 4/1/1983, 11/4/1983, 12/5/1986, 2/6/1987, 10/1/1993, 12/2/1994, 10/1/1999, 2/1/2001, 9/6/2002, 12/5/2003, 5/7/2004, 9/22/2004, 12/2/2005, 2/2/2007, 7/11/2008, 10/29/2010, 8/30/2013, 8/28/2015)

3335-1-04 University faculty.

- (A) University faculty; membership.
 - (1) As used in these bylaws and in the "Rules of the University Faculty," the term faculty shall include persons with regular tenure-track, regular clinical, regular research, auxiliary, and emeritus faculty titles on full or part-time appointments with or without salary.
 - (2) For purposes of the legislative authority described in paragraph (B) of this rule, the term university faculty shall mean all regular tenure-track faculty, the president, members of the president's cabinet, the deans of the colleges and of the graduate school, the executive dean of the colleges of the arts and sciences, and the dean for undergraduate education.
- (B) University faculty; powers.
 - (1) The legislative authority to establish educational and academic policies of the university is vested in the university faculty, subject to the approval of the board of trustees. In this connection, the university faculty shall have the authority, subject to the approval of the board of trustees, to adopt rules to effectuate the educational and academic policies of the university. It shall also act upon all matters of routine faculty business in pursuance of already established university policies and shall recommend to the board of trustees candidates for honorary degrees.
 - (2) The university faculty may delegate any or all of its authority and responsibility to a university senate if such senate is established by rule and approved by the board.

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- (C) Graduate faculty. There shall be established a graduate faculty with such membership and having such authority and responsibility as provided by rule promulgated by the university faculty or university senate and approved by the board.
- (D) College and department or school faculties. There shall be established college and department or school faculties with such membership and having such authority and responsibility as provided by rule promulgated by the university faculty or university senate and approved by the board.

(Board approval dates: 5/4/1984, 2/6/1987, 4/3/1996, 12/5/2003, 6/7/2005, 7/11/2008, 8/28/2015, 5/31/2019)

3335-1-05 University organization.

- (A) University organization. For the purpose of administering the various programs of the university, there shall be established educational and administrative units within the university. All educational units of the university shall be established, altered, or abolished only on vote of the board of trustees.
- (B) Basic educational organization of the university. The basic organization of the educational units of the university shall be departments, divisions, schools, academic centers, colleges, regional campuses, the graduate school, and the agricultural technical institute.
 - (1) Schools, departments, and divisions. The unit of the university for instruction, research, and extension in a defined field of learning is the school, department, or division.
 - (2) Academic centers. The unit of the university for research, instruction, or related service which crosses department, division, school, or college boundaries is the academic center.
 - (3) Colleges and graduate school. For educational administration the university shall be organized into a graduate school and fifteen colleges. The fifteen colleges are: the college of arts and sciences, the college of food, agricultural, and environmental sciences, the Max M. Fisher college of business, the college of dentistry, the college of education and human ecology, the college of engineering, the Michael E. Moritz college of law, the college of medicine, the college of nursing, the college of optometry, the college of pharmacy, the John Glenn college of public affairs, the college of public health, the college of social work, and the college of veterinary medicine.
 - (4) Graduate school. The graduate school shall consist of: those members of the university faculty who are approved to give graduate instruction; a graduate faculty; the research and graduate council; and an administration composed of a curriculum committee, an executive committee, the dean, the secretary and such other administrative officers as are necessary to carry out the responsibilities of the graduate school.
 - (5) Regional campuses. There shall be four regional campuses of the university located at Lima, Mansfield, Marion, and Newark, Ohio.
 - (6) Agricultural technical institute. The unit of the university for instruction leading to the associate of applied science degree in the agricultural technologies is the agricultural technical institute (Wooster). Regarding matters of administration and operation, the agricultural technical institute shall function as a school in the college of food, agricultural, and environmental sciences.

(Board approval dates: 2/1/1980, 7/8/1983, 7/12/1985, 6/4/1993, 12/5/2003, 6/7/2005, 7/11/2008, 2/11/2011, 8/28/2015)

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3335-1-06 Instruction.

- (A) The university year. The university year shall be divided into two semesters and a summer session with further definition as provided by rule promulgated by the university faculty or university senate and approved by the board.
- (B) Admission requirements. Admission requirements, including admission to advanced standing, for entrance into the university shall be adopted by the board of trustees upon recommendation of the appropriate faculty and the approval of the university senate or the university faculty.
- (C) Courses and curricula. The establishment, alteration and abolition of courses and curricula shall follow the procedures outlined by rule of the university faculty or university senate, as the rule is approved by the board of trustees, and shall be subject to review by the president and by the board (see section 3335.09 of the Revised Code).
- (D) Graduation requirements. The requirements for graduation from the university shall be adopted by the board of trustees upon recommendation of the appropriate faculty and approval of the university senate or the university faculty.
- (E) Degrees and certificates.
 - (1) Degrees and certificates shall be awarded by the board of trustees upon recommendation of the university senate or the university faculty, transmitted to the board by the president.
 - (2) All diplomas issued to those receiving degrees from the university shall be signed by the chair, the secretary of the board of trustees and by the president of the university.

(Board approval dates: 7/6/1984, 7/11/2008, 8/28/2015)

3335-1-08 Miscellaneous.

- (A) Budget. The annual budget, as adopted by the board of trustees and as amended from time to time, shall govern all transactions involving the financial obligations of the university. The budget shall be comprised of classifications in accordance with the budget and financial reporting system adopted by the state of Ohio.
- (B) Appearance before governmental offices, boards and agencies. Subject to specific control by the board of trustees, the preparation and presentation of requests for appropriations from the state of Ohio and all official dealings on behalf of the university with all federal, state and local government offices, boards and agencies shall be under the direction of the president of the university or his or her designee. Unauthorized appearances before federal, state or local government offices, boards and agencies are hereby prohibited.
- (C) Non-discrimination. The Ohio state university is committed to building and maintaining a diverse community to reflect human diversity and improve opportunities for all. The university is committed to equal opportunity and eliminating discrimination. This commitment is both a moral imperative consistent with an intellectual community that celebrates individual differences and diversity, as well as a matter of law. The Ohio state university does not discriminate on the basis of age, ancestry, color, disability, gender identity or expression, genetic information, HIV/AIDS status, military status, national origin, race, religion, sex, sexual orientation, or veteran status in its programs, activities, employment, and admission

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- (D) Naming of university buildings. University buildings and structures shall be named by the board of trustees following recommendations submitted by the president and the appropriate faculty or other group. Buildings and structures shall not be named for any person who is an officer or employee of the university or the state of Ohio, but may be named for a person who has been retired or has otherwise left such a position for a minimum of three years.

(Board approval dates: 5/8/1987, 2/1/1980, 12/2/1994, 8/28/2015)

3335-1-09 Bylaws, rules and regulations; their promulgation, amendment and repeal.

- (A) Statement of purpose. The foregoing bylaws are intended to provide a general framework for the functioning of the board of trustees as a governing body and for the organization, administration and operation of the Ohio state university. Detailed rules and regulations for the organization, administration and operation of the university may be promulgated, amended and repealed by the board of trustees upon its own initiative or upon the recommendation of the university faculty or the university senate.
- (B) Rules and regulations; promulgation, amendment and repeal.
- (1) The university faculty (either directly or through the university senate) is authorized to recommend through the president to the board of trustees the adoption of detailed rules and regulations for the university faculty. If adopted, these rules shall be called "Rules of the University Faculty" and shall be amended or repealed under the procedures outlined in this rule.
 - (2) The university faculty (either directly or through the university senate) is also authorized to make recommendations through the president to the board of trustees concerning the promulgation, amendment or repeal of the other rules and regulations for the university.
- (C) Rules and regulations; vote by board of trustees. The rules and regulations for the university, including the "Rules of the University Faculty," may be adopted, amended or repealed by a majority vote of the board of trustees at any regular meeting of the board, the notice of which having specified that promulgation, amendment or repeal of the rules and regulations for the university is to be considered.
- (D) Bylaws; adoption, amendment and repeal. Bylaws may be adopted, amended or repealed by a majority vote of the entire board of trustees at any regular meeting of the board, the notice of which having specified that amendment or repeal of the bylaws is to be considered.
- (E) Bylaws; recommendations as to adoption, amendment or repeal. The university faculty or the university senate is authorized to make recommendations through the president to the board of trustees concerning the adoption, amendment or repeal of these bylaws.
- (F) Previous enactments of the board. Nothing contained within these bylaws shall invalidate any lawful action taken under any bylaw, resolution, rule, policy or other legal authority for the government of the university previously enacted by the board of trustees.
- (G) To the extent that any of these bylaws may be inconsistent with the Ohio Revised Code, the code shall control.

(Board approval date: 8/28/2015)

Appendix XXXIV

3335-93-01 The Ohio State University Wexner Medical Center Board.

(A) The Ohio state university Wexner medical center board ("University Wexner Medical Center Board") shall be the governing body responsible to the Ohio state university board of trustees ("University Board of Trustees") for operation, oversight, and coordination of the Ohio state university Wexner medical center consisting of the Ohio state university hospitals (Ohio state university hospital, Ohio state university hospital east, Ohio state Richard M. Ross heart hospital, Ohio state Harding hospital, Ohio state brain and spine hospital and Ohio state university rehabilitation services at Dodd hall) and the Ohio state James cancer hospital and Solove research institute ("The James") and other such clinical health care enterprises, including without limitation to ambulatory services and outpatient health care facilities, clinics, the faculty group practice, primary and specialty practices, university Wexner medical center signature programs, and clinical laboratories. The university Wexner medical center board shall be responsible for the development and strategic allocation of resources, planning and delivery of medical services, and such other powers and duties as detailed in rule 3335-93-02 of the Administrative Code, subject to the ultimate authority of the university board of trustees.

(B) The university Wexner medical center board shall be composed of up to sixteen voting members:

1. Up to five members of the university board of trustees appointed annually by the chair of the university board of trustees and ratified by the university board of trustees;
2. Up to six public members appointed annually by the chair of the university board of trustees in consultation with the university president, the executive vice president and chancellor for health affairs and the chair of the university board of trustees' talent, compensation and governance committee and ratified by the university board of trustees; and
3. Five ex-officio voting members consisting of:
 - a. The chair of the university board of trustees;
 - b. The university president;
 - c. The executive vice president and chancellor for health affairs;
 - d. The university senior vice president and chief financial officer; and
 - e. The university executive vice president and provost.

~~(C) The university Wexner medical center board shall also include the following ex-officio nonvoting members:~~

- ~~1. The dean of the college of medicine;~~
- ~~2. The president of the university faculty group practice;~~

- ~~3. The chief executive officer of the Ohio state university health system;~~
- ~~4. The chief executive officer(s) or executive director(s) of all university Wexner medical center hospitals;~~
- ~~5. The chief administrative officer of the Ohio state university health system;~~
- ~~6. The chief clinical officer of the Ohio state university Wexner medical center; and~~
- ~~7. The chief financial officer of the Ohio state university Wexner medical center.~~

(C) The selection criteria for public members shall ensure that the university Wexner medical center board membership will include persons with a broad array of skill sets, perspectives, backgrounds, including knowledge in health care delivery, sophisticated business expertise, prior board service, and/or persons who can assist the university Wexner medical center in its outreach to and relationships with the public, communities, and patients served, and governmental entities to ensure optimal operations and advancement of the university Wexner medical center's strategic mission, vision, and goals. Membership shall be national in scope and the selection processes shall incorporate the diversity policies of the university.

(Board approval dates: 8/30/2013, 8/28/2015, 6/9/2017, 11/3/2017, 5/31/2019)

3335-93-02 Powers and duties.

The university board of trustees retains its ultimate sovereign power and authority over and fiduciary responsibility for all aspects of the mission and operations of the university Wexner medical center, health sciences colleges, and clinical health care enterprises.

Under the ultimate authority of the university board of trustees and consistent with Ohio law, the university board of trustees authorizes and designates the university Wexner medical center board to act as a governing body on behalf of the university for certain quality and patient care matters, for all of the hospitals and clinics of the university. In accordance with that responsibility, as authorized by the university board of trustees, the university Wexner medical center board will be responsible for the following:

(A) Assuring the quality of patient care throughout the university Wexner medical center, including the planning and delivery of patient services and formation of quality assessments, improvement mechanisms and monitoring the achievement of quality standards and patient safety goals;

(B) Oversight for the purposes of accreditation and licensure; and

(C) Approval of clinical privileging forms, medical and dental staff appointments, clinical privileges, medical staff operations, including the approval, adoption, and amendment of medical staff bylaws and rules and regulations, and the conducting of peer review and professional review actions for medical staff and credentialed providers within university board of trustees-defined and approved parameters.

Any action taken by the board pursuant to the powers and duties as defined in paragraphs (A) to (C) of this rule shall be taken only by the voting, non-public members and approved by majority vote thereof.

In addition, in accordance with that authority and responsibility authorized by the university board of trustees, and consistent with Ohio law, the university Wexner medical center board shall serve in a consultative role and shall be responsible for, subject to the review and approval of the university board of trustees, the following:

(D) Making recommendations to the university board of trustees, university president, and executive vice president and chancellor for health affairs regarding the development and strategic allocations of resources of the university Wexner medical center, including operations, fiscal health, space and facilities management and utilization, personnel, safety and security, and technology;

(E) Oversight of extramural affiliations, partnerships, operating agreements, and strategic business opportunities as approved by the university board of trustees, with regard to the university Wexner medical center and its affiliated entities;

(F) Upon recommendation by the medical staff of university hospitals or the medical staff of the James, approval of medical staff bylaws amendments and recommendation thereof to the university board of trustees;

(G) Making recommendations for approval to the university board of trustees of the purpose and governance documents of any organization established as an auxiliary service organization to the university Wexner medical center;

(H) Monitoring and assisting the university Wexner medical center in its relationship with the public, affected communities, governmental entities, and public and private organizations;

(I) Monitoring the university Wexner medical center integrity and compliance programs as adopted by the university board of trustees; and

(J) Reviewing strategic plans, capital and operating budgets of the university Wexner medical center, and making recommendations for approval to the university board of trustees, university president, and executive vice president and chancellor for health affairs.

Subject to the ultimate authority of the university board of trustees, the university Wexner medical center board will serve in an advisory and consultative role to the university board of trustees, university president, and executive vice president and chancellor for health affairs, with regard to the following areas of operation of the university Wexner medical center:

(K) Providing general advice and guidance to the university board of trustees, university president, and executive vice president and chancellor for health affairs regarding extramural affiliations, operating agreements and other strategic business opportunities of the university Wexner medical center; and

(L) Advising the university board of trustees, university president, and executive vice president and chancellor for health affairs regarding strategic aspects the university's education and research programs in the health sciences colleges.

(Board approval dates: 8/30/2013, 11/8/2013, 8/28/2015, 5/31/2019)

3335-93-03 Relationship of the university Wexner medical center board to the health sciences academic programs.

The health sciences schools and colleges of the university carry out a significant portion of their educational and research activity in facilities of the university Wexner medical center. The university board of trustees shall have exclusive governing authority over the academic and research programs of the university Wexner medical center, including the college of medicine, the planning, administration, and operations of the health sciences schools and colleges and all other educational and research institutes, centers, and programs. The university Wexner medical center board shall lend its best efforts to assure that the programs of the health sciences colleges are effectively supported in collaboration with the university Wexner medical center's patient care programs. The executive vice president and chancellor for health affairs shall be charged with maintaining an effective liaison between the health sciences colleges and the university Wexner medical center board to assure excellence in both academic and patient care programs.

(Board approval dates: 8/30/2013, 8/28/2015, 5/31/2019)

3335-93-04 Accountability and reporting.

(A) To ensure that the university board of trustees meets its governance obligations under all applicable laws and regulations, the university Wexner medical center board shall be accountable to the university board of trustees.

1. The chair of the university Wexner medical center board or other designee as selected by the chair of the university board of trustees shall provide a summary report of its activities and actions taken at each regular meeting of the university board of trustees.
2. The chair of the university Wexner medical center board or other designee shall report annually also to the university board of trustees or appropriate Board committee on the following topics:
 - a. Annual patient safety and quality report;
 - b. Annual compliance report; and
 - c. Annual financial report.

(Board approval dates: 8/30/2013, 11/08/2013)

3335-93-05 Meetings and notice.

(A) Board year. The board year, shall be from May fourteenth to May thirteenth of each year to coincide with the terms of membership of the university board of trustees as articulated in the Ohio Revised Code section 3335.02.

(B) Regular meetings. Regular meetings of the university Wexner medical center board shall be held at least four times per year on a schedule established by the university board of trustees. The regular meetings shall be set and publicly announced and/or at such other time or place as may be announced by the chair.

(C) Special meetings. Special meetings may be called at the discretion of the chair of the university Wexner medical center board, the university president, the executive vice president and chancellor for health affairs, or the chair of the board of trustees, and shall be called by the chair at the request of three members of the university Wexner medical center board, provided that notice of any special meeting shall be given in accordance with Ohio law.

(D) Meetings of the university Wexner medical center board shall be conducted in accordance with the state laws of Ohio and open meetings laws, including, but

not limited to, the production and maintenance of minutes for all proceedings of the university Wexner medical center board.

(E) Except as otherwise specified in these bylaws, all meetings of the university Wexner medical center board and its committees shall be conducted in accordance with the latest revision of "Robert's Rules of Order."

(Board approval date: 8/30/2013, 11/6/2015, 5/31/2019)

3335-93-06 Quorum.

A majority of voting members, including at least three university trustees, shall constitute a quorum for the conducting of business at any meeting of the university Wexner medical center board. If quorum is present, a majority vote of those members present and voting, subject to these bylaws, shall be required for approval of actions by the university Wexner medical center board. If there is a vacancy in an ex-officio voting position of the university Wexner medical center board, that position shall not be included for the purposes of determining quorum for a meeting.

(Board approval date: 8/30/2013, 6/9/2017)

3335-93-07 Vacancies.

Whenever a vacancy occurs on the university Wexner medical center board, the chair of the university Wexner medical center board shall immediately notify the chair of the university board of trustees, the university president and the executive vice president and chancellor for health affairs, so that the university board of trustees or the appropriate appointing authority identified in paragraph (B) of rule 3335-93-01 of the Administrative Code may appoint a new member as soon as possible to fill the unexpired term.

(Board approval date: 8/30/2013, 5/31/2019)

3335-93-08 Removal.

The university Wexner medical center board chair, in consultation with the chair of the university board of trustees, the chair of the university board of trustees'

talent, compensation and governance committee, the university president, and the executive vice president and chancellor for health affairs may recommend to the university board of trustees that a public member of the university Wexner medical center board be removed or suspended. The university board of trustees has sole authority to appoint and remove public members of the university Wexner medical center board.

(Board approval date: 8/30/2013, 5/31/2019)

3335-93-09 Indemnification of university Wexner medical center board members.

Members of the university Wexner medical center board shall be entitled to legal defense and indemnification against any claims or liabilities which might arise from the performance of their duties on behalf of the university Wexner medical center board to the full extent permitted by Ohio law.

(Board approval date: 8/30/2013)

3335-93-10 Compensation of university Wexner medical center board and board committee members.

No university Wexner medical center board member shall receive compensation for services rendered in the capacity as a board member. However, nothing herein shall be construed to preclude any board member or committee member from receiving reimbursement for actual expenses incurred in the course of such service.

(Board approval date: 8/30/2013)

3335-93-11 Confidentiality and Conflicts of Interest.

In addition to any applicable restrictions or obligations set forth in Chapter 102, section 2921.42 of the Revised Code and section 2921.43 of the Revised Code, which may apply to university trustees and ex-officio members of the university Wexner medical center board as employees of the university, all members of the university Wexner medical center board, including public members and the appointed members of any and all board committees have a duty of loyalty and

fideli ty to the university, and they must govern their affairs honestly, exercising their best care, skill and judgment for the benefit of the university so as to avoid conflicts of interest and the appearance of impropriety.

Members of the university Wexner medical center board and its committees shall disclose to the chair of the university Wexner medical center board and the university general counsel any situation wherein such member has a potential conflict of interest that could possibly cause that member to act in other than the best interest of the university. In any such situation deemed a conflict of interest, the member shall abstain from acquiring any information developed by the university Wexner medical center board and from participating in any discussions or voting related to such situation.

All members of the university Wexner medical center board and its committees shall keep confidential all sensitive information of every kind including the strategic goals of groups, practices, entities or subdivisions within the university Wexner medical center to the extent permitted by law. Members of the board and its committees also shall abide by all confidentiality and conflict of interest policies and programs adopted by the university board of trustees from time to time.

The university Wexner medical center board shall adopt and periodically review the university board of trustees' statement of expectations, which shall address comportment among board members, with the university president and other internal constituents, and with external constituents.

(Board approval date: 8/30/2013, 5/31/2019)

3335-95-01 Officers of the board.

The officers of the university Wexner medical center board shall consist of a chair and such other officers appointed by the university board of trustees.

(Board approval dates: 4/3/2009, 10/29/2010, 8/30/2013, 5/31/2019)

3335-95-02 Chair.

The chair shall be selected among the voting members of the university Wexner medical center board and shall be appointed by the chair of the university board of trustees, in consultation with the university president and the executive vice president and chancellor for health affairs, and ratified by the university board of

trustees. The chair shall be appointed annually and have specific skills and qualifications including, but not limited to, prior experience leading a board and demonstrated experience in business management. The chair of the university Wexner medical center board shall preside at all meetings of the board.

(Board approval date: 5/22/2009, 10/29/2010, 2/1/2013, 8/30/2013, 8/28/2015, 11/3/2017, 5/31/2019)

3335-97-01 University Wexner medical center board standing committees.

The university Wexner medical center board shall approve the appointment of a finance committee and a quality and professional affairs committee. The chair of the university Wexner medical center board shall appoint the members of the board's committees. The chair of each committee of the university Wexner medical center board shall be selected from the voting members of the university Wexner medical center board. The board or the chair of the board may designate guidelines for the selection and participation of non-trustee members of committees.

(Prior effective date: 5/22/2009, Board approval date: 8/30/2013)

3335-97-02 Finance committee.

(A) Responsibilities. The finance committee shall review and evaluate the financial results, plans, and audits of the university Wexner medical center and its component entities for the purpose of assessing the overall financial risks and capacities of the university Wexner medical center and the congruity of the financial management, plans and objectives of the university Wexner medical center. The committee shall be responsible for: monitoring financial performance including achievement of financial goals and targets approved by the university Wexner medical center board and university board of trustees; reviewing and recommendation of operating and capital budgets to the university Wexner medical center board and the university board of trustees; advising on the acquisition or sale of property; construction, use, and allocation of physical space and facilities and technology; advising on current and future strategic business opportunities, including, but not limited to, affiliations, partnerships, mergers, acquisitions, and other business ventures; and other responsibilities as assigned by the chair of the university Wexner medical center board.

(B) Composition. The finance committee shall be composed of no fewer than five voting members of the university Wexner medical center board, with at least

three members being university trustees; the university chief financial officer; and such other members as determined by the chair of the university Wexner medical center board.

(C) Meetings. The committee shall meet at the call of the chair of the committee, but not less than quarterly. A majority of the voting members of the committee shall constitute a quorum. Meetings shall be conducted in accordance with the state laws of Ohio and open meetings laws.

(Board approval dates: 4/3/2009, 10/29/2010, 2/1/2013, 8/30/2013, 5/31/2019)

3335-97-03 Quality and professional affairs committee.

(A) Responsibilities. 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, including but not limited to the hospitals, clinics, ambulatory care facilities, and physician office facilities;
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.

(B) 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 executive vice president and chancellor for health affairs; the chief executive officer of the Ohio state university health system; the chief clinical officer of the medical center; the chief administrative officer of the Ohio state university health system; 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 Ohio state 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.

(C) Review and recommendation. The chief clinical officer of the medical center and the chief of staff for the medical staff of university hospitals shall present and make recommendations to the quality and professional affairs committee only with respect to those actions involving the university hospitals. The director of medical affairs of the James, the medical director of credentialing for the James and chief of staff for the medical staff of the James shall present and make recommendations to the quality and professional affairs committee only with respect to those actions involving the James.

(D) Voting. With respect to items coming before the quality and professional affairs committee as detailed in paragraph (A) of this rule, at least two voting, non-public members of the university Wexner medical center board must be

present. Any action taken by this committee pursuant to the responsibilities as defined in Section 3335-97-03 (A)(1) to (A)(11) of the Administrative Code shall be taken only by the voting, non-public, committee members and approved by a majority vote thereof. The chief quality and patient safety officer shall recuse themselves from voting on matters defined in section 3335-97-03 (A)(7) and (A)(10) of the Administrative Code.

(E) Meetings. The committee shall meet at least quarterly (four times per calendar year) or at the call of the chair of the committee and shall advise the university Wexner medical center board of its activities regularly. The committee shall act on behalf of the university Wexner medical center board in order to maintain the continuity of operations of the hospitals of the Ohio state university and the university hospitals and the James medical staffs; to review and to approve medical staff membership and to grant appropriate clinical privileges for practitioners in accordance with applicable laws, accreditation requirements, bylaws and rules established by the university board of trustees, university Wexner medical center board and university hospitals and the James medical staffs. Meetings shall be conducted in accordance with the state laws of Ohio and open meetings laws.

(Board approval dates: 8/30/2013, 11/08/2013, 8/29/2015, 11/6/2015, 4/8/2016, 5/31/2019)

3335-97-04 University Wexner medical center board special or ad-hoc committees

The university Wexner medical center board may establish special or ad-hoc committees as needed upon the approval of the university board of trustees.

(Board approval date: 8/30/2013, 5/31/2019)

3335-101-01 General.

The university Wexner medical center board shall hold the medical staff organization of university hospitals and the medical staff organization of the James cancer hospital accountable to the university Wexner medical center board for establishing and maintaining standards of medical care for their respective facilities. As provided in rule 3335-101-04 of the Administrative Code, revisions to medical staff bylaws are subject to review and approval by the university Wexner medical center board before they are submitted to the Ohio state university board of trustees for adoption.

(Board approval dates: 4/3/2009, 10/29/2010, 2/01/2013)

3335-101-02 Medical staff.

For purposes of this chapter, the words "medical staff" shall include all physicians, psychologists, podiatrists, and dentists who are authorized to provide care for patients in any medical care facility or program administered by the university Wexner medical center, and may include such other health care professionals as the medical staff bylaws designate.

(Board approval dates: 4/3/2009, 2/01/2013, 8/28/2015, 5/31/2019)

3335-101-03 Medical staff organization.

The organization of the medical staffs of the university Wexner medical center shall discharge those duties and responsibilities assigned to them by the university Wexner medical center board and is subject to the approval and authorization of the university Wexner medical center board. Those duties and responsibilities include the following purposes:

(A) To monitor the quality of medical care and make recommendations to the university Wexner medical center board to ensure that all patients - admitted to or treated at any of the facilities, departments, or services of university hospitals or the James cancer hospital - receive high quality medical care.

(B) To recommend, through the appropriate medical staff administrative committee, to the quality and professional affairs committee of the university Wexner medical center board the appointment or reappointment of an applicant to the medical staff of university hospitals or the James cancer hospital, the clinical privileges such applicant shall enjoy in the facilities of or associated with university hospitals or the James cancer hospital, and appropriate professional review action that may be necessary in connection with any member of the medical staff.

(C) To represent the medical staffs of university hospitals and the James cancer hospital and to provide the means whereby issues concerning the medical staffs of university hospitals and the James cancer hospital are discussed within the medical staff organization and among representatives of the medical staff, the

quality and professional affairs committee, the university Wexner medical center board, and the university Wexner medical center administration.

(D) To establish and enforce medical staff bylaws, rules and regulations governing actions of members of the medical staffs and practitioners granted clinical privileges.

(Board approval dates: 4/3/2009; 10/29/2010; 2/1/2013, 8/28/2015, 5/31/2019)

3335-101-04 Medical staff bylaws.

The medical staff organization shall recommend to the quality and professional affairs committee and the university Wexner medical center board amendments to medical staff bylaws, rules, and regulations that set forth by the medical staff organization and the governance process for maintaining such bylaws, rules, and regulations to accomplish the purposes set forth in rule 3335-101-03 of the Administrative Code. When such medical staff bylaws, rules, and regulations are adopted by the university Wexner medical center board and the Ohio state university board of trustees, they shall become effective and be part of the medical staff bylaws, rules, and regulations of the university Wexner medical center and the hospital and other facilities to which they apply. The medical staff organizations shall also be responsible for reviewing these bylaws, rules, and regulations periodically and recommending appropriate revisions to the quality and professional affairs committee and university Wexner medical center board.

(Board approval dates: 4/3/2009; 10/29/2010; 2/01/2013, 8/28/2015, 5/31/2019)

3335-101-05 Appointment to the medical staff and assignment of clinical privileges.

Upon recommendation of the medical staff of university hospitals or the James cancer hospital and in accordance with the medical staff bylaws, the university Wexner medical center board may appoint physicians, dentists, psychologists, and podiatrists meeting the qualifications prescribed in the medical staff bylaws, to membership on the medical staff of the university hospitals and the James cancer hospital and shall grant clinical privileges to such practitioners. Appointment to the medical staff carries with it full responsibility for the treatment of patients of the university Wexner medical center subject to such limitations as may be imposed by the university Wexner medical center board or the medical

staff bylaws, rules, and regulations of the medical staff. Appointment and reappointment to the medical staff shall be for a period not to exceed two years and shall be renewable in accordance with the reappointment procedure set forth in the medical staff bylaws. The chief medical officer of the medical center and the director of medical affairs for the James cancer hospital are delegated the responsibility by the university Wexner medical center board to grant temporary clinical privileges. The granting of temporary privileges shall be limited to situations which fulfill an important patient care need, and shall not be granted for a period of more than one hundred twenty days.

(Board approval dates: 4/3/2009; 10/29/2010; 2/01/2013, 8/28/2015)

3335-101-06 Medical staff administrative committees.

(A) Purpose. The medical staff administrative committee for the university hospitals medical staff and the medical staff administrative committee for the James cancer hospital each shall establish and maintain means of accountability to the university Wexner medical center board, in accordance with their respective medical staff bylaws. Each medical staff administrative committee shall concern itself primarily with the quality of medical care within the facilities of, or associated with, the university Wexner medical center. Each medical staff administrative committee shall receive and act upon all medical staff committee reports and make recommendations regarding medical staff appointments and clinical privileges to the university Wexner medical center board, through the board's quality and professional affairs committee. Other specific duties of the medical staff administrative committee are identified in the medical staff bylaws.

(B) Composition. The composition of the medical staff administrative committee of the university hospitals medical staff shall be determined in accordance with the university hospitals medical staff bylaws and the chief medical officer of the medical center shall serve as chair of the university hospitals medical staff administrative committee. The composition of the medical staff administrative committee of the James cancer hospital medical staff shall be determined in accordance with the James cancer hospital medical staff bylaws and the James cancer hospital director of medical affairs shall serve as chair of the James cancer hospital medical staff administrative committee. Any members may be removed from the medical staff administrative committee in accordance with the medical staff bylaws. Replacement or additional members may be appointed to the medical staff administrative committees in accordance with the medical staff bylaws and subject to review/renewal on a yearly basis to maintain the medical staff administrative committee's constituency.

(C) Meetings. Each medical staff administrative committee shall meet monthly. Minutes of the meetings shall be available to all members of the university Wexner medical center board and the quality and professional affairs committee of the university Wexner medical center board, the executive vice president and chancellor for health affairs, the dean of the college of medicine and the deans of other professional colleges whose faculty have appointments on the medical and dental staffs.

(Board approval dates: 4/3/2009; 10/29/2010; 2/01/2013, 8/28/2015, 5/31/2019)

3335-101-07 Hospitals clinical departments.

(A) Appointment of the chief of each clinical department of each hospital is subject to approval by the university Wexner medical center board on the recommendation of the dean of the applicable professional college and the executive vice president and chancellor for health affairs. All such appointments shall be periodically reviewed by the university Wexner medical center board. Any vacancy in the position of chief of a clinical department may be filled on an interim basis by the dean of the appropriate professional college, after consultation with the university Wexner medical center board. (In standard practice, the chief of a clinical department will be the chair of the corresponding academic department.)

(B) The university Wexner medical center board may delegate, through approval of the medical staff bylaws or by appropriate board resolution, to the chiefs of the clinical departments responsibility for maintaining the quality of medical care in their services, and for recommending an applicant's appointment or reappointment to the appropriate medical staff and privileges for such an applicant.

(C) The executive vice president and chancellor for health affairs shall recommend a candidate for the appointment of the chief clinical officer of the medical center to the university Wexner medical center board. The university Wexner medical center board shall appoint the chief clinical officer of the medical center. The chief clinical officer of the university Wexner medical center shall report to the vice president for health services, the executive vice president and chancellor for health affairs and to the university Wexner medical center board. In matters relating to medical care in the university hospitals, members of the clinical departments of the university hospitals are accountable to the clinical chiefs, and medical directors who are accountable to the chief clinical officer of the medical center.

(D) The chief clinical officer is the senior medical officer for the medical center with the responsibility and authority for all health and medical care delivered at the medical center. The chief clinical officer is responsible for overall quality improvement and clinical leadership throughout the medical center, physician alignment, patient safety and medical staff development. The chief clinical officer is a key member of the senior management team and is expected to participate in all strategic, operational and policy decisions as a senior corporate officer of the medical center. The chief clinical officer is accountable for developing and managing systems and forums that foster the transfer of knowledge, information and process improvement methodologies to administrative and clinical leadership and staff. The chief clinical officer has the authority and responsibility of the organization of clinical service to optimize high quality care.

(E) The executive vice president and chancellor for health affairs shall appoint a medical director for each of the university hospitals. The medical director of each hospital shall report to the chief executive officer or executive director of the respective hospital, to the chief clinical officer of the medical center, and to the university Wexner medical center board. In matters relating to medical care in the hospitals, members of the clinical departments of the hospitals are accountable to the clinical chiefs, who are accountable to the medical directors.

(F) The executive vice president and chancellor for health affairs shall appoint a director of medical affairs for the James cancer hospital who shall be the chief medical officer of the James cancer hospital. The director of medical affairs shall report to the chief executive officer of the James cancer hospital and to the university Wexner medical center board. In matters relating to medical care in the James cancer hospital, members of the clinical departments of the hospitals are accountable to the clinical chiefs, who are accountable to the director of medical affairs.

(G) The chief clinical officer of the medical center, the director of medical affairs of the James cancer hospital and the medical directors of each hospital shall each be a physician and shall maintain an appointment as an attending staff member of his or her respective medical staff. The chief clinical officer of the medical center, medical directors of each hospital and director of medical affairs shall have authority as conferred by the executive vice president and chancellor for health affairs and the university Wexner medical center board; including the responsibility for clinical research and education programs and services, supervision of patient and clinical activity; and responsibility for the clinical organization of his or her respective hospital. The chief clinical officer of the medical center and director of medical affairs shall direct and supervise the medical staff quality assurance, utilization review, and credentialing activity. The chief clinical officer of the medical center, medical directors of each hospital and

director of medical affairs shall establish priorities, jointly with the chief executive officer or executive director of his or her respective hospital, for capital medical equipment, clinical space, and the establishment of new clinical programs, or the revision of existing clinical programs.

(Board approval dates: 4/3/2009; 10/29/2010; 2/01/2013, 8/28/2015, 5/31/2019)

Appendix XXXV



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 20, 2019

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 practices 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 continued to demonstrate movement in the execution of our strategic plan and in increasing the ability to manage our diverse operations with several key hires in 2019. As a board, we want to confirm our continued support and alignment with your guidance and achievement of our strategic goals.

You have demonstrated an ongoing commitment to institutional excellence and a passion for promoting a high-quality, affordable education. 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 president, you have continued to make progress on strengthening the quality of our teaching and learning, which has led to more students succeeding, graduating on time and decreasing their costs. Ohio State continues to be recognized and is ranked No. 17 nationally among publics and No. 1 among Ohio publics in the 2020 "America's Best Colleges" report from *U.S. News & World Report*. We received special notice for undergraduate teaching at No. 7 among publics and No. 23 overall. We were also ranked among the nation's top schools for being the "most innovative" — No. 11 among publics and No. 19 overall.

Additionally, 15 Ohio State programs rank in the top 10 in the 2020 edition of “America’s Best Graduate Schools” with three specialties at No. 1. Ohio State’s online Master of Science in nursing program is No. 1 among publics and No. 2 nationally, and our online bachelor’s programs are No. 3 overall.

Our talented faculty continue to be recognized widely. A record 159 awards and recognitions from national and international societies were reported across all faculty, up 14% over the previous year.

The incoming 2019 class is the most academically prepared and diverse in the university’s 150-year history. The new class on the Columbus campus had a record-high ACT score of 29.5 — up from 28.8 in 2014-15, while 94% graduated in the top quarter of their high school class. New first-year minority-student representation increased to a record 1,937 students in Columbus, which is a 16.8% increase. Across the university, minority-student enrollment has increased from 11,216 in 2014-15 to 15,285 in 2019.

Four- and six-year graduation rates are the best in university history. Our four-year graduation rate is 67% — up 2.4 percentage points from a year ago and 8.5 percentage points from 2015. Our six-year graduation rate is 85.8% — up 2.3 points over last year.

In addition, Ohio State ranked No. 17 in the nation and No. 2 among U.S. public universities for graduate employability, according to Times Higher Education. Our spring graduates accepted employment in 98% of the 84 in-demand jobs requiring a bachelor’s degree identified in Ohio. This is a new high and the third-straight year above 90%.

Ohio State is also committed to education in ways that distinguish us from other institutions of our size. The University Institute for Teaching and Learning is unique for implementing a research-based survey instrument on effective teaching practices across the entire institution. To date, 76.1% of our full-time faculty in colleges that serve undergraduates have completed the first component of the institute’s Teaching Support Program. About 50% of this group have completed a second component that includes online learning modules, preparing faculty to implement evidence-based approaches in their courses.

This academic year marked the second for the Digital Flagship collaboration with Apple. More than 23,000 first-year students have received iPad technology toolkits as part of the largest learning-technology deployment in our history. We also launched the Mobile Design Lab, and the App Development and Coding Certification program began in May. The first two courses in a four-course sequence are now available to all at Ohio State.

The University Senate approved the first major overhaul of our General Education curriculum since its creation more than 30 years ago. It is expected to launch in 2021.

In FY19, you advanced effective leadership and talent throughout the university. Gil Latz was announced as vice provost for global strategies and internal affairs, and several new deans were also hired, including Lincoln Davies, Moritz College of Law; Amy Fairchild, College of Public Health; Timothy Rehner, OSU-Lima Campus; and Gretchen Ritter, College of Arts and Sciences.

Pillar 2: Access, Affordability and Excellence

As noted, we are making significant progress on strengthening the quality of our teaching and learning, leading to more students succeeding, graduating on time and decreasing their costs. We have set new marks for number of graduates and graduation rates, while the percentage of students graduating with debt and the amount of debt they carry has declined. In short, more students are graduating, fewer are doing so with debt and those with debt have less of it.

Several efforts in recent years continue to contribute significantly to our focus on access, affordability and excellence, including affordability grants for approx. 15,000 in-state students, a tuition guarantee program for Ohio students and the elimination of 70% of course fees.

The 2018-19 academic year also marked the first for the Buckeye Opportunity Program, which ensures that Ohio students who qualify for Pell grants receive an aid package that covers at least the full cost of tuition and mandatory fees. The program launched in Columbus in autumn 2018 and expanded to regional campuses in the spring. Several selective universities have programs to cover tuition and other costs for Pell-eligible students, but doing this in an open-enrollment environment such as on our regional campuses is unique. In addition, we have expanded the Land Grant Opportunity Scholarship program to cover the full cost of attendance while also doubling the number of recipients to 176. In all, the university has committed more than \$150M in additional need-based aid for Ohio families since 2015. This has impacted an estimated 42,000 Ohio students.

We are also opening our doors more widely to families of all economic backgrounds. The university enrolled 1,300 Pell students in the entering class on the Columbus campus this fall, which is up 7.8% over the previous year and part of a larger goal to raise enrollment of Pell students campus-wide to 24% by 2025. Ohio State more broadly has seen a 19.3% increase (225 individuals) in new first-year Pell students since 2015. This is part of our effort to increase enrollment of Pell students across the university from 22% in 2015 to at least 24% by 2025. First-generation students, meanwhile, increased 10.8%.

Pillar 3: Research and Creative Expression

We were once again named among Reuters' Top 100 of the "World's Most Innovative Universities." This metric is based on several indicators, including research paper citations and patent filings. Invention disclosures were at 418 in FY19, the third-straight year over 400. Licensing revenue grew to \$8.87M from \$7.9M, driven largely by one-time financial events. Our active startup portfolio now totals 90 companies, up from 78 last year and nearly double the number from five years ago.

In addition, research expenditures in FY19 are up 5.5% overall with a substantial increase of 8% from the National Institutes of Health, our top funder. Expenditures of funds from industry are also up by 10.2%. These data exclude institutional support (e.g., Transportation Research Center, Nationwide Children's Hospital and others), which are not yet available. Broadly, research expenditures are up 7% from FY15-FY18, growing to a university record of \$875M. During that time, we have seen significant advances in funding from federal agencies such as NASA (19.7%), Department of Energy (16.7%) and Department of Defense (11%).

To continue our focus on interdisciplinary research, we have advanced plans for an Interdisciplinary Research Facility and co-located Energy Advancement and Innovation Center on West Campus. The center is part of the university's first-of-its-kind comprehensive energy management project. In FY19, we officially dedicated the Mirror Lake District, including work to restore Mirror Lake and transform Pomerene Hall into the new home for the Translational Data Analytics Institute, Undergraduate Data Analytics Major and the Department of History of Art. We continue planning on an Arts District between 15th and 18th avenues, which envisions high-quality, modern learning environments for interaction across arts disciplines.

Also critical is collaboration with the broader community, a foundational part of our mission as a land-grant university. The Wexner Medical Center and The James are collaborating with Nationwide Children's Hospital on the region's first proton therapy treatment facility. Additionally, the medical center and Mercy Health have launched the Healthy State Alliance to address Ohio's most critical health needs.

Ohio State was selected as the lead institution for a \$65.9M federal research grant aimed at addressing opioid addiction. Ohio is one of four states to receive support as part of the HEALING Communities Study. Our program includes a consortium of state universities and community organizations in partnership with Governor Mike DeWine's RecoveryOhio effort. This marks the largest-ever grant for a research project at Ohio State.

As part of the Alliance for the American Dream initiative, Schmidt Futures awarded Ohio State a \$1.5M grant and an additional \$300,000. Our team, in collaboration with the Ohio Housing Finance Agency and others, will provide information, advice and financial capital to 10,000 new homeowners on the edge of the middle class. Ohio is on track to receive up to \$2.3M from Schmidt Futures in support of the alliance's work.

Pillar 4: Academic Health Care

Ohio State's medical enterprise continues to operate at the highest level.

For the 27th consecutive year, the Wexner Medical Center is among the nation's "Best Hospitals" and No. 1 in central Ohio (*U.S. News & World Report*). We are nationally ranked in four specialties, including ear, nose and throat (No. 3) and cancer (No. 20). Approximately 1% of U.S. hospitals received national rankings in four or more specialties. The medical center and Ohio State East Hospital also earned an "A" grade, the highest possible, for patient safety from The Leapfrog Group. In the health system (excluding The James), both safety indicators and infection events decreased by 6% in 2019.

The College of Medicine rose to No. 30 in the nation (No. 12 among publics) in rankings from *U.S. News & World Report*. We are now No. 2 in the country for percentage of African American students. For the first time, four colleges at one university have earned the Health Professions Higher Education Excellence in Diversity (HEED) Award. The colleges of Medicine, Nursing, Optometry and Veterinary Medicine were honored in 2019. The award recognizes health schools and centers demonstrating outstanding commitment to diversity and inclusion.

In February, you announced Dr. Hal Paz as executive vice president and chancellor for health affairs. He is a nationally renowned executive with an unparalleled combination of expertise in both academic medical center leadership and Fortune-50-company business development. He is a former leader of the health care enterprise at Penn State University, where he served as CEO of the Penn State Milton S. Hershey Medical Center, senior vice president for health affairs, dean of the College of Medicine and president/CEO of the Penn State Hershey Health System from 2006 to 2014. He left Penn State to join Aetna as executive vice president and chief medical officer, providing clinical leadership for the company's domestic and global businesses.

In addition to Dr. Paz joining our university, five new chairs were recruited to our College of Medicine in microbial infection and immunology; internal medicine; neurology; psychiatry; and physiology and cell biology.

We continue to look at compensation. We created and approved individual compensation plans for 18 clinical departments; organized a compensation committee to monitor departmental plans; and engaged in broad communications related to the introduction of the plan.

Overall, medical center performance was outstanding in FY19. Integrated net margin was \$401.5M, exceeding our goal and \$119.1M positive to budget. FY19 represented a year-to-year increase of 17.6%. Cash reserves grew by \$275M over FY18. The medical center ended FY19 with 168 days cash on hand, improving from 145.9.

Growth in total research funding at the College of Medicine was up 28.4% in FY19 for a record of \$269.4M. Growth in total NIH funding was up 38.1% (\$164.3M) with growth in direct NIH funding up 45.6% (\$147.9M). The number of new grants totaled 400.

We continue to see patient care and growth of our medical enterprise. 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 continues to drive administrative efficiencies. In FY19, savings totaled \$53.8M, exceeding a target of \$41M, to support strategic priorities that include affordability grants and Digital Flagship. Overall, the university has achieved \$168M in efficiencies since 2015. We are on track to exceed our goal of reaching \$200M in efficiencies by 2020. At the Wexner Medical Center, \$47.5M in operational savings in FY19 surpassed a target of \$32M.

Human Resources continues to look at operational excellence and resource stewardship through key components of several HR transformation initiatives in collaboration with units across campus. These include Career Roadmap and the Enterprise Project, which features HR Service Delivery and Workday implementation.

Other projects to advance efficiency and productivity include fleet management, in which we reduced vehicles by 17.7% to avoid \$3.5M in acquisition costs and provide annual operating savings of \$740,000. We reviewed travel last August to make the most effective use of existing discounts and position us to negotiate future savings. Our procurement process also allows for additional savings such as furniture procurement, which was signed in April; search firm and consultant spend; cell phone allowances; and computer hardware packages.

You continue to advance Ohio State's mission through your participation and leadership in national efforts, ensuring the university is at the table for key discussions. You currently serve as chair of the Board of Directors of the Association of Public and Land-grant Universities and chair of the NCAA Board of Governors. You also remain active in the Association of American Universities as immediate past chair and chair of the membership committee.

Stakeholder engagement continues to be an area of focus as you convened or attended meetings and events with faculty, staff, students, alumni, community members and other constituents throughout the university and broader community, delivering 349 scheduled speeches/remarks.

Michael, we continue to appreciate your drive to advance the university's land-grant mission and strategic plan — and we support the work you are doing to build a strong team at the university and medical center. Hiring top talent has been a key driver of building the leadership team at

Ohio State with the addition of many new deans and the new chancellor. In addition, Morley Stone joined the university last August as senior vice president for research, Johanna Burton was appointed director of the Wexner Center for the Arts, and Katherine Lasher came to the university to serve as associate vice president for the Office of Institutional Equity. Each of these outstanding individuals brings a record of high achievement.

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, 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 \$21,754.

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,

Gary R. Heminger
Chairman
Board of Trustees

Hiroyuki Fujita
Chair
Talent, Compensation & Governance Committee
Board of Trustees