

November 18-19, 2020, Board of Trustees Meetings

**WEXNER MEDICAL CENTER BOARD
OFF-CYCLE EXECUTIVE SESSION**

Board Secretary Jessica Eveland called the off-cycle executive session meeting of the Wexner Medical Center Board to order on Friday, October 23, 2020 at 10:00 a.m.

Members Present (online): Leslie H. Wexner, Abigail S. Wexner, Cheryl L. Krueger, Hiroyuki Fujita, Stephen D. Steinour, Robert H. Schottenstein, W.G. Jurgensen (joined late), Cindy Hilsheimer, Kristina M. Johnson (ex officio), Harold L. Paz (ex officio), Bruce McPheron (ex officio, joined late), Michael Papadakis (ex officio)

Members Absent: John W. Zeiger, Gary R. Heminger (ex officio),

Upon the motion of Mr. Wexner, seconded by Dr. Paz, the Wexner Medical Center Board voted unanimously by roll call vote to recess into executive session to consider business-sensitive trade secrets required to be kept confidential by federal and state statutes. The following board members were present and voting: Mr. Wexner, Mrs. Wexner, Ms. Krueger, Dr. Fujita, Mr. Steinour, Mr. Schottenstein, Ms. Hilsheimer, Dr. Johnson, Dr. Paz, Mr. Papadakis. Mr. Jurgensen and Dr. McPheron were not present for this vote.

The meeting entered executive session at 10:02 a.m. and adjourned at 11:48 a.m.

WEXNER MEDICAL CENTER BOARD MEETING

Board Secretary Jessica Eveland called the meeting of the Wexner Medical Center Board to order on Wednesday, November 18, 2020 at 8:01 a.m.

Members Present (online): Leslie H. Wexner, Abigail S. Wexner, Cheryl L. Krueger, John W. Zeiger, Stephen D. Steinour, Robert H. Schottenstein, Cindy Hilsheimer, Gary R. Heminger, (ex officio), Kristina M. Johnson (ex officio), Harold L. Paz (ex officio), Bruce McPheron (ex officio), Michael Papadakis (ex officio)

Members Absent: Hiroyuki Fujita, W.G. Jurgensen

(See Appendix XXVI for Summary of Actions Taken, page 576)

TALENT, COMPENSATION & GOVERNANCE COMMITTEE MEETING

Committee Chair Hiroyuki Fujita called the meeting of the Talent, Compensation & Governance Committee of the Board of Trustees to order on Wednesday, November 18, 2020 at 1:00 p.m.

Members Present (online): Hiroyuki Fujita, Lewis Von Thaer, Erin P. Hoeflinger, John W. Zeiger, Elizabeth P. Kessler, Jeff M.S. Kaplan, Gary R. Heminger (ex officio)

Members Absent: None

(See Appendix XXVII for Summary of Actions Taken, page 585)

ACADEMIC AFFAIRS, STUDENT LIFE & RESEARCH COMMITTEE MEETING

Committee Chair Brent Porteus called the meeting of the Academic Affairs, Student Life & Research Committee of the Board of Trustees to order on Wednesday, November 18, 2020 at 3:30 p.m.

Members Present (online): Brent R. Porteus, Cheryl L. Krueger, Abigail S. Wexner, Alan A. Stockmeister, Elizabeth P. Kessler, Jeff M.S. Kaplan, Anand Shah, Susan V. Olesik, Gary R. Heminger (ex officio)

Members Absent: Hiroyuki Fujita

(See Appendix XXVIII for Summary of Actions Taken, page 619)

MASTER PLANNING & FACILITIES COMMITTEE MEETING

Committee Chair Alex Fischer called the meeting of the Master Planning & Facilities Committee of the Board of Trustees to order on Thursday, November 19, 2020 at 8:00 a.m.

Members Present (online): Alexander R. Fischer, James D. Klingbeil, Brent R. Porteus, Robert H. Schottenstein, Gary R. Heminger (ex officio)

Members Absent: Anand Shah

(See Appendix XXIX for Summary of Actions Taken, page 630)

ADVANCEMENT COMMITTEE MEETING

Committee Chair Erin Hoeflinger called the meeting of the Advancement Committee of the Board of Trustees to order on Thursday, November 19, 2020 at 8:00 a.m.

Members Present (online): Erin P. Hoeflinger, Alan A. Stockmeister, Cheryl L. Krueger, Craig S. Bahner (joined late), Thomas M. Murnane, Catherine Baumgardner, Katy Endsley, Alec Wightman, Anne E. Klamar

Members Absent: Abigail S. Wexner, Gary R. Heminger (ex officio)

(Note: This was the final meeting of the Advancement Committee, which was dissolved.)

AUDIT, COMPLIANCE & FINANCE COMMITTEE MEETING

Committee Chair John Zeiger called the meeting of the Audit, Compliance & Finance Committee of the Board of Trustees to order on Thursday, November 19, 2020 at 10:15 a.m.

Members Present (online): John W. Zeiger, Brent R. Porteus, Erin P. Hoeflinger, Alexander R. Fischer, Elizabeth P. Kessler, Lewis Von Thayer, Jeff M.S. Kaplan, James D. Klingbeil, Amy Chronis, Gary R. Heminger (ex officio)

Members Absent: Hiroyuki Fujita

(See Appendix XXX for Summary of Actions Taken, page 699)

FULL-BOARD EXECUTIVE SESSION

Board Chair Gary Heminger called the meeting of the Board of Trustees to order on Thursday, November 19 at 1:00 p.m.

Members Present (online): Gary R. Heminger, Abigail S. Wexner, 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, Elizabeth A. Harsh, Reginald A. Wilkinson, Anand Shah, Carly Sobol

Members Absent: None

Mr. Heminger:

Will the Secretary please advise when a quorum is present?

Ms. Eveland:

A quorum is present.

Mr. Heminger:

Thank you. At this time, I would like to convene this meeting of the Board of Trustees and move that the board recess into executive session to consider business-sensitive trade secrets required to be kept confidential by federal and state statutes.

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

The meeting entered executive session at 1:03 p.m. and adjourned at 2:31 p.m.

RECONVENING OF THE BOARD

Board Chair Gary Heminger reconvened The Ohio State University Board of Trustees on Thursday, November 19, 2020 at 3:30 p.m.

Members Present (online): Gary R. Heminger, Abigail S. Wexner, 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, Elizabeth A. Harsh, Reginald A. Wilkinson, Anand Shah, Carly Sobol

Members Absent: None

Mr. Heminger:

Good afternoon, everyone. Will the Secretary please advise when a quorum is present?

Ms. Eveland:

A quorum is present.

Mr. Heminger:

Thank you. At this time, I would like to convene this meeting of the Board of Trustees. Reminder to everyone that this meeting is being recorded and livestreamed for the public by WOSU. We are once again meeting virtually to comply with orders by Governor DeWine and the university related to limiting in-person gatherings to 10 or fewer. We are also following the guidance outlined by the Ohio Attorney General's Office, which permits public meetings to be held virtually during this time of emergency. So thank you all for your flexibility.

APPROVAL OF MINUTES

Mr. Heminger:

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

OPENING REMARKS

Mr. Heminger:

Thank you. At this time, I would like to recognize and welcome members of our university community who have asked to speak this afternoon about their experiences related to the Richard Strauss issue. Welcome and thank you again for joining us.

We are grateful for your willingness to speak here today, and we remain thankful to all of those who have shared their experiences with this board and as part of the independent investigation of Strauss' abuse that concluded in 2019.

After the investigation report was released, the university established a Task Force on Sexual Abuse. The task force recently completed its work. The group consulted with national experts to identify best practices for encouraging the reporting of sexual misconduct, for providing effective follow-up on college campuses, and for supporting survivors. The university has made the task force's full report available to the public on the Strauss investigation website.

Today, the board is here to listen. As you know, we are unable to engage in dialogue at this time because of the ongoing mediation and litigation. We want you to know, however, that you are being heard. Additionally, we will distribute to the members of the board the video we just received that features comments from additional survivors who wanted us to be aware of their experiences. Before we begin our 30-minute session, I would ask President Johnson please to say a few words.

Dr. Johnson:

Thank you, Chairman Heminger. I want to start by extending my welcome to all of you. You are alumni of this university, members of the Buckeye family, and I am grateful for the opportunity to see you and hear you. I have reviewed the findings of the independent investigation that the university initiated into the abuse perpetrated by Richard Strauss. I also understand that you submitted a video this afternoon and I want to assure you that I will watch it. On behalf of the entire Ohio State University, I am deeply sorry for what

you have been through. What Richard Strauss did is reprehensible, and the university's failure to act at the time is totally unacceptable.

I know that Ohio State has worked hard to address the wrongs of the past since initiating the independent investigation. We are unable to engage in dialogue at this time, but I want you to know that I am listening.

You should also know that despite the virtual setting for this meeting, confidential support resources are available to anyone who may need them today. We are sharing a screenshot now with contact information should anyone wish to access these resources. Representatives from the Sexual Assault Response Network of Central Ohio are available to have confidential conversations either in a Zoom meeting with a waiting room for privacy or over the phone. We will share this information again at the end of the session.

And for all survivors of Strauss' abuse, as well as their families, counseling and treatment are still available to you at no cost for as long as it is needed. This is offered independently through Praesidium and no contact with the university is required. The information for connecting with Praesidium is being shared as well.

Again, thank you so much for being here today, and at this time, we welcome your remarks.

Mr. Steven Snyder Hill:

Can you hear me okay? I just want to make sure before I start.

Ms. Eveland:

We can hear you.

Mr. Snyder- Hill:

Thanks. So I am kind of nervous, and I understand why many of us are nervous to stand here or sit in front of you and talk, because speaking to the university and its leaders about what we continue to go through – and have gone through for going on three years now – is like standing up to a bully and it shouldn't be. We should be on the same side.

I am one of the many survivors of Dr. Richard Strauss and a victim of OSU's decades long cover up of his abuse. It may make you very uncomfortable to hear what I am here to say today, and it should, because I'm not afraid to hold up a mirror and let the public see what is happening under your direction, behind the scenes. I want you to understand how OSU's choices, the board's choices – your choices – today, right now, are re-traumatizing me and other survivors, and are very dismissive of our hopes that no other students will ever suffer again the way we continue to. Your actions and what you have failed to do are paving the way for this kind of abuse to happen again, and I really hope you hear that – that's the most important part to understand.

I am going on almost my third Thanksgiving since all this started. Two Christmases and two New Years have gone by waiting for OSU to take some kind of meaningful action for the survivors and all the current students that you are in charge of now. I retired from the Army, [in which I had] served since 1988. We have lived through a pandemic. And here we sit. The board listens, but then turns the lights off, closes the door and nothing changes. OSU continues to play the games behind the scenes while putting on a front to the public of caring. Stop it, please, just stop it.

I was abused by Dr. Richard Strauss during a medical exam in January of 1995, while I was a student at OSU. At the time, I had no way of knowing the pain and confusion that I felt upon leaving that exam room that day. It was a direct result of a decades-long coverup of scores of Ohio State officials with the knowledge of Strauss' predation. I filed a complaint with Student Health Services, and I want to show you the complaint, because I want you to see the words. I want you to see the words – that I felt uncomfortable, that he pressed his erection against me and that I couldn't even look him in the eye. That was 1995. That is a complaint from 1995, on OSU letterhead, that your employee wrote. So basically, I filed a complaint, and I was asked to directly confront Dr. Strauss, who yelled at me in a two-hour meeting with him and then-director of Student Health Services, Dr. Ted Grace. And it's important that I say his name; I want people to hear his name. At that meeting, Strauss denied wrongdoing and Grace reflectively took Strauss' side. I was told by your staff that I was confused and mistaken about what had happened. Grace later lied to me, saying that no one had ever complained about Strauss before, that he had had only positive comments. And again, I want you to see that on camera. That is your letterhead and those are his comments right there that say no one had ever complained before and he had had only positive comments. I want you to see his name – Dr. Ted Grace from OSU lied to me. It is important to me for the board to see this stuff in person, in public. He told me that they had only had positive comments, and in a follow-up phone call I demanded that changes be made so that no other students would ever experience what I had gone through in that exam room. Even to this day, OSU has not honored that demand. I had also requested to be notified if any similar complaint was made in the future, and that Grace would document our conversation and the demands for the changes that I had made.

In 2018, and this is what I want you to hear, Board of Trustees, I made a request under public records law that you produce any documentation of my interactions with Strauss and Dr. Grace back in 1995. OSU stalled and they just ignored me, illegally. Behind the scenes, OSU had located that documentation and just decided not to give it to me. For 155 days, you ignored me. That is you, now, the OSU of today. I know this because I sent you, the board, an email saying that you were breaking the law and stalling illegally. And I want the public to see the email that I sent you. Your address is right up here – the Board of Trustees, Dr. Drake and everybody that I told that what you were doing was illegal. You never responded. You just ignored it. But the Court of Claims did respond that OSU broke the law by withholding that public information. But here is what I want to know now: who is accountable for that? The Ohio Court of Claims found that every one of OSU's excuses that they made for not producing that documentation, in current day 2018, in a timely manner, including the supposed fear of re-traumatization of survivors with the release of the document that I, a survivor, specifically asked to see had no legal merit. The most insulting part of this is that OSU tried to justify their actions in court by manipulatively saying that they did not want to piecemeal release information to me, a survivor, that could be damaging to other survivors due to the trauma – that it could influence our memories, and it could make us reluctant to come forward, and it could have a chilling effect on us. Those are the things you told the court.

But here is your main problem – that even as you withheld my complaint illegally, you did as a university decide to release Strauss' personnel file to the public. You piecemeal released that, containing exemplary reviews saying nothing was known about sexual abuse. What do you think releasing that file did to survivors like me? I want you to stop and think about that. What do you think that did to us? I can tell you it made the public doubt us, but maybe that was your intention. You can't have it both ways here, OSU. You told the court that you did that other action, which is completely opposite. Who is accountable for all this stuff? The problem is nobody; nobody is accountable. Just like it was when Strauss was here. That is why I said you really need to listen, as a board, that this is going to happen again.

If OSU is truly concerned about not re-traumatizing students, it would not have enabled Strauss' predation for decades. Learning about OSU's widespread coverup and known predation has been excruciatingly traumatizing. Every response from OSU since this

behavior has been brought to light has been traumatizing. While survivors have bravely come forward to tell the truth, OSU continued to deny us justice and the healing we deserve. We are still waiting for OSU to do right by us today. And each day that goes by without this happening is re-traumatizing for us who were abused on OSU's watch and a signal to parents of today that you just don't care. OSU continues not to codify any policy changes and to ensure that a serial sex abuser can never thrive again at OSU. OSU's sexual abuse task force, I am glad you brought that up – a task force that OSU explicitly prevented survivors from Strauss' abuse from being on – just did release a report. But actually, it was more or less a summary of a couple Zoom presentations to the committee with no policy changes or recommendations for changes at OSU. And until policy changes are adopted, all that is missing from OSU is another Richard Strauss.

OSU is also re-traumatizing survivors like me by providing compensation to some survivors that is a small fraction of what it provided to survivors in similar institutional cover-ups of serial sexual abuse, including Michigan State and Penn State. The scale and length of OSU's cover-up far exceeds anything that happened at Michigan State and Penn State, that is something everybody should understand. And it makes OSU's refusal to compensate survivors appropriately even more shocking. Even today, there are countless other survivors that have been dismissed, including me, who have received zero compensation or justice from OSU and no policy changes. Nothing.

If OSU wants to stop re-traumatizing survivors, here is what needs to happen: come clean – fully clean – about what you knew, when you knew it and what you failed to do; acknowledge the painful truths that have been told by the survivors and are being told by us; adopt and implement policy reforms to ensure that this never happens again; offer true justice and healing and appropriate compensation to those whose trauma you have caused and prove to us that you are a new OSU, not the OSU of the past. This will take a lot more than just words and PR campaigns. Until each one of these things has been done, you cannot claim this shameful chapter is behind you. Until this truth is told, justice is done, and survivors are fully and fairly compensated for decades of anguish, you just continue re-traumatizing us.

Please do not think that by giving us a very limited time to explain our trauma to you in a very controlled atmosphere, once a year, to call out everything you have not done since the year before, changes anything. If we were your kids, everything would be different. I just wanted to say that, you know, you told us we could speak today and that you wouldn't speak, and you were here to listen. I'm telling you – you're not listening, and you haven't been listening. For years, you haven't been listening. Stop pretending to listen and hear these people crying out to you.

Now I would like to introduce my friend. And you know, I say friend, Mike Schyck, but I shouldn't even know Mike. Don't get me wrong, I'm glad we're friends, but damn, what a thing to have in common. Mike?

Mr. Michael Schyck:

Can you guys hear me okay?

Mr. Snyder-Hill:

Yes.

Mr. Schyck:

This is hard. This isn't easy to do and this is my third time, but I appreciate you guys allowing me to speak. If you guys don't remember me, I am a former wrestler from 1988 to 1993; I was a two time All-American; I was a volunteer coach from '93 to '96 as I was going through graduate school; and I was one of Dr. Richard Strauss' victims. We are two years removed from my first time speaking in front of this board. I thought maybe I

would give you a recap, highlight a few key facts from this case and give you an update as to how in my last two years this has affected me.

Fact No. 1 – The Ohio State University employed Dr. Richard Strauss, a serial sexual predator, and allowed him access and exposure to your students and your student-athletes. I was one of those student-athletes. My abuse went on for eight years and I, like many others, including all of my wrestling teammates, faced him daily. He was our team doctor. And if you guys aren't all aware, I think I shared this with you at one of the other meetings, that he had a personal locker within our wrestling locker room. And coincidentally, his locker was right next to mine. Dr. Strauss groomed every one of us daily by showering with us, by sitting in the sauna with us every day, and by chumming around with us like he was just one of the guys. And to this day, I am still not sure why he was ever granted a locker within our locker room.

Fact No. 2 – The Ohio State University paid for a so-called independent investigation by Perkins Coie that cost \$6.2 million. What it showed was the widespread knowledge within the university of what Dr. Richard Strauss was doing and the extent to which OSU covered it up. In addition, the report brought to light to all victims the depth of the abuse that we were unaware of. Had the knowledge been brought to light when it should have been, 30 to 40 years ago, we would have had a better understanding of our own course of action and possibly avoided our own abuse. All victims did not know or even understand the magnitude to the widespread abuse by Dr. Strauss. At the time of our abuse, we were made to believe what was happening was common medical practice and necessary. That is why we all dealt with it the way we did. We all knew what we experienced was real and wrong. And guess what? Your investigation confirmed this and confirmed the knowledge and concealment within the university of all of Dr. Strauss' abuse.

Fact No. 3 – In May of 2019, President Drake sent all victims a letter stating that it was releasing publicly the independent investigation report from Perkins Coie regarding Dr. Richard Strauss. He said a few things that stand out to me in this letter. No. 1: "The findings are shocking and painful to comprehend." No. 2: "On behalf of this university, we offer our profound regret and sincere apologies to each person who endured Strauss' abuse and for the university's fundamental failure at the time to prevent this abuse." No. 3: "The independent investigators concluded that Strauss committed acts of sexual abuse against 177 students during his employment at OSU."

Let me interject with this – 177 students are just the tip of the iceberg, because they are the ones who reached out to Perkins Coie. There have been reports showing that Dr. Strauss sexually abused over 1,500 students, plus, if you combine all the victims that have come forward within all lawsuits there are over 350 more and counting.

I addressed this board in November 2018, that was my first time, and after the conclusion of the meeting, President Drake came around the table to me and addressed me before anyone else. He shook my hand and thanked me for my courage to speak up. He apologized again ... and promised to make this right. Those were his words. That was two years ago.

Fact No. 4: After that Board of Trustees meeting, within hours, OSU filed to dismiss our case based on the statute of limitations having passed. So window dressing to create a public perception that you all are working in good faith to do the right thing for all your students, but behind closed doors so the public won't see, you're doing just the opposite.

We keep hearing the words "restorative justice." This is what the university continues to say it is working towards – that the OSU of today is different than the OSU of old. How? Again, you allowed a sexual predator to roam your campus abusing student-athletes for 20 years, knew about it, did nothing and concealed it. But today, even after an investigation, after apologizing and taking responsibility, you are continuing to be bold enough to ask a judge to throw this case out. That is not restorative justice.

Fact No. 6: Here is the OSU of old, the abuse by your doctor on your students for 20 years are as follows – and these are uncomfortable to say, but I have got to put it out there – anal rape, digital penetration, masturbation and masturbation with the intent to arouse, genital groping and touching, and voyeurism. I fall in many of those categories, believe it or not. Could you imagine if this was one of your own kids? Could you imagine, a week after dropping your kid off at the university, he was sexually abused by a team doctor? That is what happened to me. I welcome you all to have a conversation with my parents and see how they feel about it.

Think about this as well – the Perkins Coie investigation uncovered multiple complaints about Dr. Strauss' sexual abuse as early as his first year on campus in 1979. But these complaints weren't elevated beyond the Athletics Department or Student Health until 1996. Two years later, after voluntarily retiring, and here is the kicker – Strauss received emeritus status that this board approved. This is the OSU of old. So what about the OSU of today?

Fact No. 7: The abuse of this university from 1979 to 1998 is the greatest and, as the most recent *Sports Illustrated* article labeled it, "the most sweeping sex abuse scandal in the history of American higher education." Knowing this fact, however, is The Ohio State University of today any different than the Ohio State of old? Here's the Ohio State of today – the damages being caused today by this university's lack of compassion, this university's lack of fairness, this university's lack of honesty and truthfulness, this university's delay tactics (as I said many of us have been dealing with this for three years), this university's arrogant attorneys who continue to push as many victims as possible to settle for as little as possible, and this board's lack of action, are as follows: depression and anxiety, self-medication through drugs and alcohol, family issues, trust issues, divorce, ruined relationships, lost wages due to lost jobs, suicide attempts, health issues, heart attacks, loss of quality of life and social ridicule. These are just to name a few, and I probably could list many more. Why are these things happening? Many, including myself, are now processing our abuse as older adults. We all see how our lives ricocheted in different directions because of Dr. Strauss. But here's the thing – additional damages are being caused because our beloved university and the people trying to protect its brand are not seeing to its former students and student-athletes with their best interests at hand.

Let me give you a few examples, if I can, and this is Fact No. 8: in March of this year, I was at the state wrestling championships, coaching my son at the state finals and my team. At this time, I learned a settlement was imminent for one of our groups within this case, which this board approved. I was excited to hear that this university was finally going to validate the damage and harm done to all victims and finally allow many to move forward to heal. What I found is 162 victims settled for \$40.9 million. I did not understand the settlement given the magnitude of the abuse and the fact this university knew about the abuse and did nothing. What it told me was my abuse as a male was less damaging than that of a female. We have the Larry Nassar, Michigan State gymnastics case to reference and compare. The reparations for harm done to all 162 victims pales in comparison to that of Larry Nassar's victims. So here's my question – why do you feel the damage that Dr. Strauss did to us is any different than what Larry Nassar did to the girls of MSU? Does being a female make it more acceptable? Do I need to re-read the sexual abuse list that I had read above? What was done to each of us was no different, and the damage and the harm is no different.

Within the last few months, two dozen more victims were pushed to settle. Yes, pushed to settle, I say. So, in total to date, 185 victims have settled for roughly \$46.7 million. I mentioned I heard the first settlement came the first week in March, just a week or so before this board approved a three-year contract extension for its head football coach, Ryan Day. The numbers are staggering. If the contract is seen through its entirety through 2026, the total compensation is above \$50 million. And I believe this board agreed to contributing \$1 million to his retirement account, which will go in on December

31 of this year. So, optics show one man's future earnings is more important than the compensation of 185 victims for this school's negligence. And regarding Coach Day, my comments are not to highlight whether he should be afforded a salary this large. I am a big fan of Coach Day and the wage span for this position and precedent dictates this salary – just like the Michigan State girls' gymnastics case dictates what every victim in our case should be afforded. Gender should not matter.

So what can this board do today? What are you willing to commit to stop these ongoing problems and provide closure? When the Big Ten decided to cancel football this season, I'm sure this board played a pivotal role in getting that overturned. When you saw the need to lock Coach Day in for three additional years, you did. Our case demands your attention. Your former students and student-athletes demand your attention. I know if you so desired, you could end the continued suffering of your former athletes.

And here is the last fact. You know this abuse I got from your team doctor for eight years did damage to me in a lot of ways – divorce, ruined relationships, depression, anxiety, lost job and lost wages, trust issues, family issues. And you know my story is not singular. You need to understand that this board's inaction and the university's constant demand to have our case thrown out of court is causing more and more damage by the day. So here is another question – what is the difference between the OSU of old versus the OSU of today?

The OSU of old turned its back on all its students and student-athletes for 20 years. The OSU of old did not listen to or take seriously the abuse claims 30 to 40 years ago. The OSU of old allowed its students and student-athletes to be sexually abused through Dr. Strauss' entire tenure at OSU and covered it up. Again, The Ohio State University of old did nothing.

And here is the OSU of today: You guys have all the facts. Your investigation brought to light all of Dr. Strauss' transgressions as well as all of the university's transgressions. Before the Perkins Coie report, this university publicly tried to make all victims out to be liars. As Steve said, it even released clean files on Dr. Strauss to support those claims. You had a president of this university apologize for what the OSU of old did. The OSU of today continues to approach its restitution to all victims with caution and delay tactics so as to supposedly not re-traumatize us. But at the same time, the OSU of today has continued to ask a judge to throw our case out. And this is re-traumatizing at its max. The OSU of today feeds the media with their so-called fair settlements to publicly sway the perception they are doing the right thing. What is being offered is not even close to being fair.

So I'm going to end with this: You know, we came here today asking for a platform to tell our stories. I have been fortunate enough to be granted the right to speak for the third time where others weren't. You know, we wanted to share a video where multiple victims and victims' family members shared how Dr. Strauss' abuse has affected their lives and how the OSU of today's handling of the case has affected their lives. I have stated numerous times that you cannot understand the harm that was done to the victims until you hear their stories. I hope to God you guys watch the video. You know, my best friend is on there giving his story. My friend Hal gave his story. I don't really know what else to say to you guys. You know this is my third time. I just hope that you guys do the right thing and do what is fair and do it quickly. I don't want to be here again for a fourth time. But I will, I will come back.

With that said, the next person that is going to speak is Nick Nutter. Nick Nutter was a teammate of mine. Nick Nutter was someone that I had the fortune of coaching as a volunteer coach. He was an All-American and his abuse is no different than mine or the others. So, Nick, have at it.

Mr. Nick Nutter:

Thank you, Mike. I appreciate it.

First off, I would like to thank the board for allowing me to share my experience. A little background – my name is Nick Nutter, I was an Ohio State wrestler from 1992 to 1997. In that timeframe, I received many accolades and I believe I represented The Ohio State University to the best of my ability, and I assume you would have been proud of my athletics and academic accolades.

In my time at The Ohio State University, I was a scholar-athlete; I was a 1996 All-American wrestler; I also won two national titles and was a runner-up in the college division of the freestyle and Greco-Roman wrestling; and by the grace of God, I placed third at the 1996 U.S. Olympic trials for Greco-Roman wrestling. I come to you today to let you know that I enjoyed my time at Ohio State quite a bit. And in hindsight, I would do it all over again. I am to this day, at the moment, a true Buckeye. I cheer every week for every sport that Ohio State competes in. My time while wrestling was fun, but we all know at this point that there were some negative experiences. Dr. Richard Strauss, whose locker was two to four away from mine, I can't remember exactly, but I do remember multiple times when he was putting his underwear on that he accidentally bumped me with his bare behind. For over five-plus years, it seemed like a daily mistake that he made. And that is the tip of the iceberg, too. I don't have time to go into details of crazier episodes that I had with Strauss, but that is the most benign thing that ever happened. And the other thing is Larkins Hall, in general. This to me is obvious, and we don't need to go into the details of the deviancy that went on there.

My frustration today is that I've had the worst three years of my life since I shared my experiences about the abuse we suffered at Ohio State. I was under the impression that the truth shall set you free, but in my experience it has not. I am more disappointed with Ohio State now than I was when Dr. Strauss was employed there. I know many people back then wanted to help, but they were silenced by the powers that be. And I know many of you guys weren't there at that time, so I don't blame you guys for that.

We now have the opportunity to right the situation. But in my opinion, OSU is more deviant than they were in the university of 20 years ago. I feel you speak with a forked tongue; you say that we will make this right, and brag to the public about how you are working for mediation, but in my opinion you are not. I have been open and transparent about the past and would love to share my story to the world, but you ask us to remain silent and say you will take care of it, but you're not. In fact, you tell the public that you are doing a great job at mediating, but in reality, you boast about settling with 160-some John Doe's. There are many people out there in the public's eyes that are willing to tell their story and would love to share details, but I feel that you do not want to hear them.

Since I started this journey, I, too, believed that Ohio State is not the same OSU of the past and that things would get better, but I feel that you are worse than the OSU of the past. You have hamstrung our voices and stories and tell the public how much you have changed. But I can assure you that things have not gotten any better for any of us in the last three years. You preach restorative justice to the public, but we're in court and you're trying to throw us out with statute of limitations. We were called liars and were tried to be silenced, but the Perkins Coie investigation said that we have merit. President Drake sent all of us letters apologizing and admitting that Ohio State wronged us. So again, why are you trying to throw us out in court? I don't get that.

Listed as one of OSU's values is the value of integrity, transparency and trust. Let's break that down. Integrity – I believe you've failed. You are actively trying to dismiss over 250 sexually abused victims out of court. Transparency – I feel you've failed. You have kept public records from many of us, like Steven, and rationalized it with just trying to protect us from further harm. That is a very godlike thing to do – that you know better than the people wanting to put closure in their life, but you're going to protect us. I feel the

transparency was a fail. And trust, lastly, is a fail in my opinion. OSU knew about the sexual abuse, they concealed the sexual abuse, they covered up the sexual abuse, they shredded evidence of sexual abuse and you are now actively trying to throw us out of court. In what world are your students or athletes supposed to trust you? I am getting close to the end here.

My health has deteriorated in the last three years as I deal with this situation and I just want to move past it, honestly. Just like everyone else echoed, we want this to be over with. I know many of my brothers have had depression, divorce, anxiety, alcohol abuse, drug abuse, suicide attempts and health issues. These issues in our group have skyrocketed in the last three years. Most recently, an Olympian, a world champion and a national champion for The Ohio State University just suffered a heart attack.

At the moment, it appears to me that you think the right thing to do is brag about settling with one-touch, maybe, John Doe's and then hiding behind law. Please quit stalling and spinning this situation and do the right thing. I really ask you that in humility. Sexual abuse and rape are horrible things that hurt you both mentally and physically. But what hurts me more is the pain of betrayal. I experienced betrayal with the university of old and I am still feeling the pain of betrayal with the university of today. I wish you guys loved us as much as we loved you. Once again, thank you for allowing my voice to be heard. I am very, very grateful. Thank you again, Nick Nutter.

Mr. Heminger:

Gentlemen, thank you for coming and sharing your presentation with us today. Again, we appreciate your willingness to speak with us and, as President Johnson said, we are listening very carefully, and I appreciate your time. The board will now take a brief recess. During this time, we will once again share on-screen the details of how to access the various support resources that are available. For all of the trustees and to our livestream viewers, please plan to reconvene in five minutes. Thanks again, gentlemen.

RECONVENE MEETING

Mr. Heminger:

Will the Secretary please advise that we have a quorum and are clear to proceed?

Ms. Eveland:

A quorum is present.

Mr. Heminger:

Thank you. I want to start by welcoming our new graduate student trustee, Carly Sobol, to the board. A distinguished young scholar, budding scientist and proven servant leader, Carly has made it her mission to improve lives by providing humanistic, personalized, evidence-based patient care.

Carly graduated from Ohio State in 2018 with a bachelor's in neuroscience, and she is now a third-year medical student. She has a long list of academic accomplishments, from membership in the Mortar Board National College Senior Honor Society to graduating *magna cum laude*, and an interest in the brain, behavior and mental health led her to an early interest in research. She completed an international studies program at Tel Aviv University in Israel – an experience that she states strengthened her connection to her Jewish heritage and continues to fuel her progress in medical school today.

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Carly, we are thrilled to have you here and look forward to supporting you in your efforts to make a positive impact on the world. I believe you have had a great head-start already with all of the good work you have been doing around the medical center.

Would you like to say a few words, please?

Ms. Sobol:

Thank you, Chairman Heminger for the warm welcome. I am so fortunate and grateful for the opportunity to be serving the university in this capacity and I look forward to learning from and working with each of you moving forward.

Mr. Heminger:

Thank you, Carly. I had the pleasure of having lunch with Carly the day before yesterday. In fact, Jeff Kaplan has taken Carly under his wing to mentor her coming onto the board. Jeff, thank you for agreeing to do that, it's very kind. And Carly, you have a great mentor that will help you through.

This is also the first meeting with Dr. Johnson serving in her official capacity as the 16th president of Ohio State. I just want to take a moment to recognize that, welcome Kristina again, and thank her for her leadership during these very challenging times.

Thank you, Kristina.

PRESIDENT-ELECT'S REPORT

Mr. Heminger:

With that, I will turn it over to President Johnson for her report.

Dr. Johnson:

Thank you very much, Mr. Chairman, I appreciate it. Good afternoon, everyone. I am grateful to be here and to have this time together. And I would also like to give a special welcome to our new graduate student trustee, Ms. Carly Sobol. Carly, your academic accomplishments are impressive and your interest in mental health and well-being is particularly important as we navigate these challenging times. Thank you for your service and I look forward to hearing your perspectives and learning from you in the years ahead.

I would also like to welcome a new member of our leadership team, Mr. Paul Patton, who joined us just last week as a senior advisor. Paul most recently served as my senior vice chancellor for Talent Development and Human Resources at the State University of New York (SUNY), so we have had the pleasure to work together. Paul is a native Ohioan, so we are pleased to welcome him back home, and we will be working on special projects and initiatives together.

I also look forward to soon welcoming another new member of my leadership team – Dr. Grace Wang – who will start officially on December 1. Grace most recently held dual roles at SUNY, both as the vice chancellor for Research and Economic Development and the interim president of the SUNY Polytechnic Institute. She will fill a newly created position of executive vice president for Research, Innovation and the Knowledge Enterprise, where she will play a leading role in expanding the university's cutting-edge research in collaboration with Senior Vice President Morley Stone; creative expression; scholarship; strategic partnerships; and helping plan for the West Campus Innovation District.

As you know, we have worked so hard to remain open this semester to learn, discover, teach, advance scholarship and be Buckeyes together. I just want to thank all the faculty, students and staff for your hard work in keeping it together. Fifteen weeks ago we started on this journey and we implemented a comprehensive strategy, which you all bought into and participated in, and I deeply appreciate it. We test all students on campus every week; we wear masks inside and out; we rented facilities to do isolation and quarantine; we stay physically distanced; and we limited class sizes to 50 or less.

I am so grateful for the way you came together to fight COVID-19. And when we look back on this time together, it will be the challenges that we faced together, and we will remember the resiliency, your grit and dedication, and that is what it's all about, being a Buckeye. We still have a lot more work to do, and as we shared, we are concerned about the recent uptick in positivity rates in our students on and off campuses. We started with our seven-day average and within about the first week of classes it spiked at 6 percent. We drove it down to 0.3 percent. Now if you look at the Safe and Healthy Buckeyes website, it has crept back up toward 3 percent. So we really, really need to buckle down and keep wearing our masks, keep social distancing.

We updated our campus departure plans for the winter break to help prevent our students from spreading the virus to their home communities, families and friends. We appreciate you getting tested this week. As soon as you get a negative test, if you can, it is time to depart for home. This approach is based on the knowledge we have gained through our extensive testing and monitoring program. We did about 220,000 tests this semester. We did have over 4,000 students test positive, but only two hospitalizations, which we are extremely grateful for. We have had faculty and staff, about 100 or so, so we are just grateful and ask for their speedy recovery.

Once students receive a negative test result, as I said, we are asking you to depart. And if you are taking in-person laboratories or studio courses – and I know there is one course where the final is actually on Monday, it is outdoors – we ask you to certainly finish up those classes and then depart for home. If you can, we are also asking you to get a second test later in the week, so closer to the time you go home – maybe Tuesday or Wednesday – so that you will have the biggest chance of knowing if you are positive. Because, as you can imagine, there are an awful lot of false negatives if you test the first day after you might be exposed. So we are asking you to wait as late as possible. And just keep those protocols going as you go home. Make sure you have less than 10 people in a gathering and do everything you can to protect those who are most vulnerable in the community.

Spring semester classes will start on January 11, and we are going to take the first two weeks to be virtual. Our plan of record, right now, is to begin face-to-face instruction with about the same number of classes that we had face-to-face this fall semester, starting January 25. And that will depend, of course, on how COVID cases are trending in December and early January; guidance from Governor DeWine, our state and local health experts and the mayor; and we will evaluate and act as needed to if we need to extend the virtual start to the semester.

I have said that great institutions, especially in the midst of daunting challenges, must adapt and plan and innovate for the future. And that is exactly what our iconic institution is doing. Our important work around racial justice, diversity and inclusion continues. I meet regularly on Fridays with members of our Task Force on Racism and Racial Inequities and other members of our community to discuss approaches that we can take to advance Ohio State's anti-racism efforts. The co-chairs of our task force, Dr. James Moore and Dr. Tom Gregoire, issued a call to students, faculty and staff to assist their task force in identifying big ideas and grand challenges that will be included in the initial report. We look forward to the task force's findings that will help us ensure that our students, faculty and staff can learn and teach and discover and work in a world where they are safe and healthy and free from all forms of discrimination.

Our University Task Force on Community Safety and Well-Being has also continued to meet regularly. That was launched on October 20, and recommendations from that task force were generated on November 10. There are 27 members of the task force, which is composed of students, parents, faculty and staff, public health and law enforcement professionals, Ohio State Student Legal Services, and representatives from neighborhoods in the University District, Columbus City Council and the Office of the Mayor. This was chaired by Dr. Melissa Shivers and Mr. Jay Kasey.

The task force has worked, as I mentioned, to make tangible recommendations that were released yesterday, and they include a multi-layered approach – safety awareness and education; enhanced security measures; and outreach and engagement. I am truly grateful to the members of our community that came together so rapidly to address these important issues, and I look forward to further enhancing our community safety as we move into our implementation phase.

While we face many challenges together, I am reminded every day of the opportunities before us and the tremendous impact to this university. Let me just share a few examples before we conclude. We announced a new partnership with the U.S. Air Force to increase opportunities for minority STEM students and graduates. Ohio State will lead a \$40 million, six-year effort with Wright State University, North Carolina A&T, and the Air Force Research Lab at Wright-Patterson. Through partnerships with Historically Black Colleges and Universities and other minority institutions, the program will provide summer internships, access to research equipment, laboratory space, special projects and much more.

An exciting collaboration between the Wexner Medical Center and Battelle will advance a NeuroLife interface technology. This technology will allow people with spinal cord injuries to regain hand movements and connect to the “internet of things” in their homes. I sometimes refer to this as thought-activated prosthetics. If you lost the use of a limb, you think about what you would want that limb to do, and by sensors implanted in the brain and activated with muscles, you can actually create the motion and the action that you wish. It is phenomenal work that is being pioneered right here in Columbus.

We are also pleased that Dr. Rattan Lal, a Distinguished University Professor in the College of Food, Agricultural, and Environmental Sciences, continues to be recognized for his work to increase food security around the world. Last month, he received the Arrell Global Food Innovation Award for improving soil health and helping to increase food production. He was also named the 2020 recipient of the World Food Prize and, last year, the first Ohio State scientist to receive the Japan Prize.

I am also proud that our colleges of Medicine, Nursing, Optometry and Vet Med were recognized for their outstanding commitment to diversity and inclusion. Each received the INSIGHT into Diversity magazine’s 2020 Health Professions Higher Education Excellence Diversity Award. Ohio State is the only academic institution in the country to have four colleges receive this recognition.

And, on Saturday, the members of BuckeyeThon, the university’s largest student-run philanthropy, will hold a virtual dance marathon to create awareness and raise funds for children with cancer at Nationwide Children’s Hospital. I had the pleasure of meeting some of the student leaders of this organization, and their passion and commitment made me so proud to be a Buckeye. One such leader of that organization is our Trustee, Mr. Anand Shah. Thank you, Anand, and all of your colleagues for your commitment to fighting pediatric cancer and uplifting so many children and families.

I continue my goal of meeting with as many students, faculty and staff as I can. I have visited just over half of our 15 colleges and one of our regional campuses and plan to finish the rest early in this spring semester. I was delighted to visit Ohio State-Lima last month and learn about our regional campuses and the role they play in education,

putting an Ohio State education within the reach of students across the state. Visit after visit, I see exciting examples of collaboration around research and scholarship — from our world-class dance department and brain-imaging studies within our College of Arts and Sciences to the College of Engineering's work to enhance manufacturing through research for electric motor design, fuel economy and higher-precision, higher-strength engine components.

Finally, as you know, our recent national election saw a record number of citizens turn out to exercise their vote. It is encouraging to see so many people participate and make their voices heard. Like the rest of our country, our campus communities are working to unify and move forward together. One way we have begun that effort is through a series of dialogues hosted by our nationally recognized Divided Community Project at our Moritz College of Law, focused on encouraging engagement and fueling progress and positive change. We look forward to other conversations in the days ahead to talk about what divides us in a productive way.

And on a personal note, I would like to recognize the passing of three Buckeyes this fall. Professor David Cole, Professor Emeritus of Finance, who served on the faculty for forty years and chaired the department. And two of our students, first-year Hannah O'Toole, and senior, Chase Meola. As we enter this season of gratitude, we are grateful for your lives and being part of the Buckeye community.

I want to recognize the hard work of our entire Buckeye community. Because each one of us is part of this storied institution. I wish you all and your loved ones a healthy and happy Thanksgiving. Together as Buckeyes, we have much to be grateful for. Thank you.

ELECTION OF OFFICERS

Mr. Heminger:

Thank you, President Johnson. Before we move onto our consent agenda, it is time for our annual Election of Officers. Dr. Fujita, as the chair of our Talent, Compensation and Governance Committee, would you like to walk us through this process, please?

Dr. Fujita:

Thank you, Chairman Heminger. I move that we convene a committee of the whole.

Upon the motion of Dr. Fujita, seconded by Mr. Zeiger, the Board of Trustees entered into a committee of the whole by unanimous roll call vote, cast by trustees Mr. Heminger, Mrs. Wexner, Ms. Krueger, Mr. Porteus, Mrs. Hoeflinger, Mr. Fischer, Dr. Fujita, Mr. Stockmeister, Mr. Zeiger, Ms. Kessler, Mr. Von Thaer, Mr. Kaplan, Mr. Kiggin, Mrs. Harsh, Dr. Wilkinson, Mr. Shah and Ms. Sobol.

Mr. Heminger:

Okay, we have convened a committee of the whole. Dr. Fujita, please proceed.

Dr. Fujita:

Thank you. I want to start by thanking Gary and Abigail Wexner for their service as chair and vice chair this past year. It has been a challenging time, to say the least, but also a time of great promise as we completed a successful search and welcomed President Johnson to the Ohio State family. Gary and Abigail, your leadership throughout has been solid, commendable and very appreciated.

We are a little late on our annual Election of Officers this year. Typically, we would bring our slate of officers forward for approval over the summer, but as we all know, this summer was anything but typical. Over the past few weeks, as chair of the Talent, Compensation and Governance Committee, I have spent time talking with each trustee about the performance of our board and its leadership, and how we want to move forward.

Recognizing the need for consistency as we head into the new year, we trustees have agreed to bring forward the following slate of officers for reappointment: Gary Heminger as Chair of the Board, Abigail Wexner as Vice Chair and Jessie Eveland as Secretary of the Board. I would like to move that this slate of officers be approved by the full board. The formal resolution language is in your materials and available to the public by request.

ELECTION OF OFFICERS

Resolution No. 2021-68

Synopsis: Approval of the following slate of officers is proposed.

WHEREAS the *Bylaws of the Board of Trustees* specify that the officers of the board shall be elected annually by the board; and

WHEREAS the officers of the board shall take office at the adjournment of the final meeting of the fiscal year ending June 30, and 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; and

WHEREAS a careful and diligent review was conducted by the Talent, Compensation and Governance Committee and the following slate of officers is recommended for approval by the board:

Gary R. Heminger, Chair
Abigail S. Wexner, Vice Chair
Jessica A. Eveland, Secretary

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the slate of officers as presented.

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

Mr. Heminger:

Thank you. Well, thank you all. It has been a privilege to serve as chair this past year, even though it was a difficult year, and I believe I speak for Abigail and Jessie when I say that we look forward to continuing our work with all of you, President Johnson and the university leadership, to advance our goals as a premiere land-grant institution.

Now, before we move to the consent agenda, I should point out that the trustees have received two hand-carried resolutions for consideration. Those resolutions include Approval of Fiscal Year 2021 Presidential Goals and Ratification of Committee Appointments for 2020-2021. These items have been placed on the consent agenda for approval today, and the university's media relations team has copies of these resolutions for anyone who needs them.

President Johnson:

The consent agenda reflects the two hand-carried resolutions that the chairman just mentioned. In total, we have 26 resolutions on the consent agenda. The university is seeking approval of the following:

CONSENT AGENDA

RESOLUTIONS IN MEMORIAM

Resolution No. 2021-42

G. Adolph Ackerman

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death of Dr. G. Adolph Ackerman, Professor Emeritus in the Department of Biomedical Informatics.

Dr. Ackerman received both his MD and his PhD in 1954 from The Ohio State University, but his education at Ohio State actually began in kindergarten. In those days, The University (Laboratory) School was in operation and Dr. Ackerman attended from kindergarten through high school. Except for two years of service in the U.S. Army Medical Corp at William Beaumont Army Hospital (Ft. Bliss) in El Paso, Texas, Dr. Ackerman's entire academic career took place at Ohio State.

He was a pioneer in research in the Department of Anatomy in two important ways. First, his work on the histochemistry and ultrastructure of blood and hemopoietic cells was seminal and was performed in the days when the field of cell biology was just taking shape. Second, he was the first in the Department of Anatomy to obtain funding from the National Institutes of Health (NIH). His research program was funded by the NIH for 20 years.

Dr. Ackerman published more than 100 full-length research papers while mentoring 15 doctoral students and an additional 10 master's students. He was also responsible for Medical Histology in the Med I Curriculum, Dental Histology and he taught graduate courses in Advanced Histology, Blood & Hemopoiesis and Electron Microscopy.

He was inducted into the Alpha Omega Alpha Medical Honor Society as a medical student and named "Professor of the Year" in 1991. Dr. Ackerman also received The Ohio State University Alumni Award for Distinguished Teaching (1976), The Ohio State University College of Medicine Alumni Achievement Award (1986) and he was inducted into The Ohio State University Academy of Teaching (1993).

Always an innovative teacher, Dr. Ackerman developed self-instructional materials for histology and new approaches for the testing of microscopic anatomy. His last teaching innovations involved the development of computer instruction programs for histology. He is best remembered for the high standards he set for himself and his students in research and in teaching.

On behalf of the university community, the Board of Trustees expresses to the family of Dr. G. Adolph Ackerman 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.

David Willis Cole

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on September 7, 2020, of David Willis Cole, Professor Emeritus of Finance and Department of Finance Chair in the Max M. Fisher College of Business.

Professor Cole served on the faculty at Ohio State from 1965 until his retirement nearly 40 years later. As part of the Academic Faculty of Finance, the predecessor to the modern-day Department of Finance, Dr. Cole taught courses in financial institution, corporate finance and financial management.

In 1969, he was honored with the Alumni Award for Distinguished Teaching, the first of two significant awards bestowed on Dr. Cole by The Ohio State University. In receiving one of the top teaching awards bestowed by the university, he was lauded for his interest in connecting with students and developing "rapport with them in and outside of the classroom. They respect his comprehensive knowledge, the interesting way in which well-organized material is presented, and his skillful encouragement of class participation. They seem to be united and enthusiastic in regarding him to be a stimulating scholar, an extremely effective teacher, and a warmly likeable human being."

In 1972, he was appointed to chair the Academic Faculty of Finance, a role in which he strengthened the standing of Ohio State's finance education through his work with students, colleagues and professional organizations. While at Ohio State, Dr. Cole was instrumental in the creation of Ohio State's Academy for Financial Executives, an executive education program for members of top management of commercial banks and thrifts. He served as Ohio State's representative to Russia multiple times in his career, delivering banking and small business seminars, and he was instrumental in developing the business curriculum at three colleges and universities in Tomsk, Siberia.

Dr. Cole co-developed the National Financial Management Program for Savings and Loan Executives and served as academic director of the Academy for Financial Executives. Across the university, he was appointed to Ohio State's Council on Academic Affairs.

His service to the finance community extended beyond Ohio State. In 1973, he was appointed by Ohio Governor John Gilligan to the five-member Committee to Investigate Real Estate Licensing and Education in Ohio. He served on the board of directors of Railroad Savings and Loan Company of Columbus and Circle Income Shares. Dr. Cole was director of the Eastern Finance Association, served as president of the Midwest Finance Association and was a member of the American Finance Association and the American Economic Association.

In 2002, Dr. Cole was named a recipient of the Distinguished Service Award from Ohio State. In addition to his contributions as a faculty member, the honor recognized his service as chair of the Max M. Fisher College of Business New Buildings Committee. In leading that committee, Dr. Cole worked alongside faculty, staff, students, the University Architect's Office and the State of Ohio, as well as associated architects, in developing requirements and designing Fisher's campus.

On behalf of the university community, the Board of Trustees expresses to the family of Professor David Willis Cole 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.

Garry Gibbons

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on April 25, 2020, of Garry Gibbons, Associate Professor Emeritus with OSU Extension in the College of Food, Agricultural, and Environmental Sciences.

Professor Gibbons began working with OSU Extension in 1970 as a 4-H agent in Portage County.

He served in several roles, including as a district specialist focusing on 4-H youth development, and as a state specialist in marketing, before retiring in 2004.

He was a key leader who helped to design and establish the Ohio 4-H Cloverbuds program, which officially began in 1994, with the approval of a state policy and philosophical statement by OSU Extension leadership. As youth in kindergarten through second grade begin their Cloverbud experience, they take part in a unique blend of activities and opportunities specially designed for their age level. Professor Gibbons wrote the first Ohio 4-H Cloverbuds K-2 guidelines, and he contributed to the development of the first 4-H Cloverbud curriculum.

Later in his career with Extension, Professor Gibbons was well known for the staff and volunteer education he conducted in program development and marketing. He pioneered the development and use of educational video materials in 4-H programming during the early days of video technology. The extensive lending library of videos and teaching kits he pulled together at the Wooster-area Extension office for 4-H faculty, staff and volunteers to borrow was one of the most used anywhere for more than a decade.

Professor Gibbons also dedicated his time and talent to making the camping experience better for youth. He served on the board of trustees for 4-H Camp Whitewood, which is located in Ashtabula County.

OSU Extension also collaborates on outreach and research activities with many international partners and institutions. Professor Gibbons used his Extension expertise to assist the CFAES Office of International Programs in Agriculture, providing strategic planning consultation for several work groups. This included plans to benefit the seed industry in East Africa, as well as partners working with the Department of Horticulture and Crop Science on a seed biology program.

Prior to his employment with Ohio State, Professor Gibbons taught junior high science. He was an avid historian and antique collector, and he owned his own rare book dealership for more than three decades.

Famous for his storytelling abilities, Professor Gibbons could captivate an audience in a wide variety of ways – from telling stories of his earliest years at his family home in Woodsfield, to quizzing guests on their knowledge of history, or telling stories of how he had cultivated his prize collection of rare books and autographs.

On behalf of the university community, the Ohio State Board of Trustees expresses to the family of Professor Garry Gibbons 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.

Timothy W. Kahrl

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on August 5, 2020, of Timothy Warren Kahrl, Assistant Professor Emeritus of English in the College of Arts and Sciences. He died peacefully at his home in Mount Vernon at 82 years old.

Professor Kahrl earned a BA in American History from Harvard in 1959, and then attended Ohio State's Law School and Graduate School while teaching in the Department of English from January 1963 to June 1964. He ultimately earned an MA in History from Ohio State in 1971.

He began teaching English at Ohio State Mansfield in autumn 1964, when classes were held at the local high school, and he was a member of the faculty when Ohio State Mansfield opened its own campus in 1966. Tenured and promoted to Assistant Professor of English on October 1, 1972, he was a pillar of the campus until his retirement in 2003. After retirement, he came back to teach occasionally at Mansfield for more than a decade.

Professor Kahrl enjoyed a wide range of intellectual interests and helped expand the curriculum in collaboration with English faculty on other campuses. When the Mansfield campus experienced a critical need for additional history instruction, he graciously transitioned to teaching history. His student evaluations were quite positive. He was praised for his depth and breadth of knowledge, sense of humor and passion for good writing. In 1988 he added a new role in addition to his teaching load, serving as a mentor to students in academic difficulty.

He served on many different faculty committees over the years, chairing some and once serving as Faculty President for the campus. He supported students by serving as the advisor for — and sometimes helping to found — a variety of clubs, including a sailing club, literary magazine and theatre program. He also engaged in extensive service to the community, including serving as president of the Knox County Joint Vocational School Board and president of the Mount Vernon School Board. He accomplished all this and more while he and his wife raised seven children.

On behalf of the university community, the Board of Trustees expresses to the family of Professor Timothy Kahrl its deepest sympathy for 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.

Melvin "Mel" Krill

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on July 24, 2020, of Melvin "Mel" Krill, retired faculty emeritus with OSU Extension in the College of Food, Agricultural, and Environmental Sciences.

Professor Krill distinguished himself within OSU Extension and for his numerous connections to local communities and youth through 4-H. He was highly regarded for his dedication and active participation above and beyond his position responsibilities.

Professor Krill began work with OSU Extension as an associate 4-H agent in Fulton County in 1954. He then served as a 4-H agent. After 11 years in a county role, he served as an area 4-H specialist and instructor, continuing to focus on 4-H youth development in northwestern Ohio. He retired in 1984 as a full professor. Professor Krill served 12 years on the Ohio 4-H Foundation Board of Directors and he was very supportive of Ohio's international 4-H programs.

He was introduced to 4-H Camp Palmer, located in Fulton County, early in his career, and the camp always held a special place in his heart. Professor Krill served 65 years in various roles at the camp including board of directors' member, president, treasurer, executive

director and management consultant. He was instrumental in bringing about many improvements and upgrades to the facilities and programs offered at the camp, benefitting many young people throughout the years.

Upon retirement, Professor Krill began a radio career promoting and informing the northwestern Ohio agriculture community with his "Town and Country" program from 1984 to 2008. His morning show consisted of commentary and interesting stories that supplemented the Ohio agricultural news provided by long-time friend and colleague Ed Johnson. The program provided information on local activities and events, as well as interviews of local, state and national leaders. He also became legendary with his live broadcasts from the Fulton County Fair, which was a highlight for him every fall.

Professor Krill's accolades included life member of The Ohio State University Retirees Association, Ohio Extension Agents Association, National Extension 4-H Agents, and Epsilon Sigma Phi. He was awarded distinguished service awards by both the National Extension 4-H Agents Association and the National Agricultural Agents Association. He received a National Agricultural Achievement Award in 1972. He was awarded the Honorary Chapter Farmer degree by several area FFA chapters, the Friend of 4-H Camp Palmer Award, the Friend of Fulton County 4-H, and the Conservation Booster Award by Fulton County Soil and Water Conservation District.

He was inducted into the Fulton County Agriculture Hall of Fame in 1993.

On behalf of the university community, the Ohio State Board of Trustees expresses to the family of Professor Melvin Krill 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.

Dennis A. Parker

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on July 30, 2020, of Dennis A. Parker, Professor Emeritus of Theatre in the College of Arts and Sciences.

Professor Parker served on the faculty from 1985 until he retired in 2003. He was an Associate Professor and the Resident Costume Designer in the Department of Theatre. His 34 years in academic theatre also included positions at Eastern Michigan University, Boston University School of Theatre, Mount Holyoke College and the University of Maryland at College Park. He earned a BS in Design from the College of Architecture and Design at the University of Michigan and an MFA in Theatre Design from the University of Michigan. Professor Parker was a member of the United Scenic Artists of America, Local 829, the professional costume design union; the United States Institute for Theatre Technology; and the Costume Society of America. He designed costumes for 92 academic and professional theatre productions.

Professor Parker was instrumental in developing and maintaining the high standards of the MFA Design Program in the Department of Theatre. While at Ohio State, he attracted top-ranked students who helped establish the national reputation of this highly respected program. His students went on to have professional careers designing for Broadway, off-Broadway, film, television, regional theatres and ballet companies. A consummate teacher, Professor Parker also inspired many of his students to pursue successful careers in academic theater. He served as interim chair of the Department of Theatre from 1996-97 and served several terms as the head of Design and Technology.

His design work was selected for display in numerous state and national exhibitions. Internationally, his work was exhibited at the 1987 Prague Quadrennial International Scenography Exhibition, and in 1988, his designs were used as the program cover for an exhibition which toured Australia entitled: Theatre in America. Some of his costume

sketches even appear in the collections of the London Theatre Museum and the Lawrence and Lee Theatre Institute.

Professor Parker was the recipient of seven United States Institute of Theatre Technology Ohio Valley Section Peggy Ezekiel Awards for Outstanding Achievement in Costume Design. He was the first recipient of the Fred and Howard Artist of the Year Award at CATCO Theatre 2001-02 for the *Importance of Being Earnest*. In 2003, he was honored with the USITT/Ohio Valley Section Career Service Award and a Life-Time Achievement Award from the Central Ohio Theatre Critics Circle, as well as the Harold Award from the Central Ohio Theatre Roundtable.

On behalf of the university community, the Board of Trustees expresses to the family of Professor Dennis A. Parker 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.

William F. Saam

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on July 18, 2020, of William F. Saam, Professor Emeritus in the Department of Physics.

Professor Saam was born on November 14, 1941 in Butte, Montana. He graduated from the California Institute of Technology (Caltech) in 1963 and received his PhD in Physics from the University of Illinois at Urbana Champaign in 1968, working with Professor Gordon Baym on dilute solutions of Helium-3 in Helium-4. He did his post-doctoral work at the Institut Max von Laue-Paul Langevin in Munich and Grenoble.

In 1970, Professor Saam joined the Physics Department at The Ohio State University. He became a full professor in 1980. An accomplished condensed matter theorist, he contributed to the intellectual atmosphere in the department with his perceptive remarks and questions in seminars and discussions. He collaborated on well-cited publications with Professors Charles Ebner, David Edwards, Tin-Lun (Jason) Ho, David Stroud and C. Jayaprakash in the Physics Department.

Professor Saam was a dedicated and respected teacher who taught a wide range of classes, from undergraduate courses to special topics. Along with Professor Ebner, he made seminal contributions to the theory of wetting transitions, for which he was elected a Fellow of the American Physical Society with the citation "for theoretical predictions of interfacial structures and wetting transitions in classical and quantum systems." In 1996, he became chair of the Physics Department and remained in that position until his retirement in 2008.

He served as chair of the Midwest Physics Chairs and was a Fellow of the American Physical Society and American Association for the Advancement of Science. Under Professor Saam's 12-year leadership tenure, the department made great strides in its level of prestige and added several distinguished appointments. "Quietly effective" was a common thread in the outpouring of praise after his passing. He will also be remembered as a man of many interests including camping, hiking, running, traveling and art. He was well-read and never stopped learning. He made friends easily and had a way of making each one feel special. He had a true zest for life that brought joy to his family and friends.

On behalf of the university community, the Board of Trustees expresses to the family of Professor William Saam 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.

Berlie Schmidt

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on August 3, 2020, of Berlie Schmidt, Professor Emeritus and former Chair of the Department of Agronomy in the College of Food, Agricultural, and Environmental Sciences.

Professor Schmidt joined the Ohio State faculty in 1962 at the Ohio Agricultural Research and Development Center (OARDC) in Wooster, where he developed and led world renowned research programs in soil erosion and fertility.

In 1975, the Board of Trustees named Professor Schmidt chair of the Department of Agronomy. His research included evaluating the impact of farming practices on crop productivity, water quality and farm economics. He would use his maximum yield research to educate Ohio farmers to achieve maximum economic yields and gain the highest net profit for their crops while helping them make optimum use of soil resources. As chair, he played a key role in conservation tillage. With his leadership, Extension programming to reduce soil erosion was expanded.

In 1986, under Professor Schmidt's leadership, Ohio State began an interdisciplinary program to improve conservation tillage systems. It was designed to improve crop production efficiency and answer environmental questions about conservation tillage.

Professor Schmidt was a Fellow and member of the American Society of Agronomy, the Ohio Academy of Science, Soil Science Society of America, Soil and Water Conservation Society (Outstanding Member Award, All-Ohio Chapter, 1977), the International Society of Soil Science, the Council for Agricultural Science and Technology, as well as numerous other professional organizations.

He was also an excellent mentor to newly hired faculty members at Ohio State and to both undergraduate and graduate students. He recognized the industry need for agronomists and actively recruited students to the program.

Professor Schmidt was born in Council Bluffs, Iowa, on October 2, 1932. He graduated from Treynor High School and then continued his education at Iowa State University where he earned his BS, MS and PhD in Agronomy and Soil Management. He researched the unique loess soil near his home. In 1954, he was drafted into the U.S. Army, serving as a Chemical Corps instructor in Hawaii.

After retiring from Ohio State, Professor Schmidt moved to Washington, D.C. as a National Program Director for the U.S. Department of Agricultural for global research, which allowed him to travel the world. Following his second retirement from the USDA, he returned to Ohio as a Deacon at Dublin Presbyterian Church. Professor Schmidt leaves behind a legacy of love, respect and friendship to all who knew him.

On behalf of the university community, the Board of Trustees expresses to the family of Professor Berlie Schmidt 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.

PERSONNEL ACTIONS

Resolution No. 2021-43

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 27, 2020, meeting of the board, including the following appointments and contract updates:

Appointments

Name: Diane Dagefoerde
Title: Interim Chief Information Officer
Unit: Office of the Chief Information Officer
Term: October 3, 2020

Name: Anne K. Garcia
Title: Senior Vice President and General Counsel
Unit: Office of Legal Affairs
Term: October 1, 2020

Name: Paul N. Patton
Title: Senior Advisor to the President
Unit: Office of the President
Term: November 9, 2020

Name: Jinliu (Grace) Wang
Title: Executive Vice President for Research, Innovation and the Knowledge Enterprise
Unit: Office of Research
Term: December 1, 2020

**REVISIONS TO THE RULES OF THE CLASSIFIED CIVIL SERVICE
OF THE OHIO STATE UNIVERSITY**

Resolution No. 2021-44

Synopsis: Approval of revisions to Chapters 3335-57, 3335-65, 3335-73, 3335-79, 3335-81, 3335-83, and 3335-89 of the Ohio Administrative Code governing The Ohio State University's Classified Civil Service staff related to appointments, applications, leaves, sick leave, reduction in force, payroll and compensation, and definitions of terms, is proposed.

WHEREAS in accordance with Section 124.14(F) of the Ohio Revised Code, the Board of Trustees shall carry out all matters of governance involving the officers and employees of the university, including employees in the Classified Civil Service; and

WHEREAS Resolution 2008-47, adopted by the Board of Trustees in November 2007 authorizes the Office of Human Resources, as the university's Appointing Authority relating to all matters of governance involving Classified Civil Service employees, in consultation with the Office of Legal Affairs, to make periodic recommendations to the Board regarding the enactment and revision of Classified Civil Service Rules; and

WHEREAS the most recent revision of the university's Classified Civil Service Rules was in June 2013, and the Office of Human Resources now has recommended further needed revisions in the rules with respect to appointments, announcements, leaves, reduction in force, payroll and compensation policies and definitions of terms for Classified Civil Service staff; and

WHEREAS these revisions in the Classified Civil Service Rules, as shown in the attached, will enable the university to streamline processes, enhance our efficiency and effectiveness, and provide more effective rules, and general management of Classified Civil Service employees; and

WHEREAS the university has complied with Ohio Revised Code Section 111.15 in promulgating these revisions to the Classified Civil Service Rules, and the university additionally has provided reasonable notice to all affected university employees and interested groups and a period of time during which such employees or interested groups could submit comments about the proposed Classified Civil Service Rules:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the revisions to the Classified Civil Service Rules as set forth in the attached amendments to the Classified Civil Service Rules, effective December 20, 2020.

(See Appendix XXXI, page 779)

**APPROVAL TO ESTABLISH A CLINICAL/TEACHING/PRACTICE
FACULTY APPOINTMENT TYPE
IN THE COLLEGE OF ARTS AND SCIENCES**

Resolution No. 2021-45

Synopsis: Approval to allow the College of Arts and Sciences to establish a clinical/teaching/practice faculty appointment type is proposed.

WHEREAS Faculty Rule 3335-7 establishes that colleges may establish a clinical/teaching/practice faculty appointment type for non-tenure track teacher/practitioners who are primarily engaged in teaching activities; and

WHEREAS the College of Arts and Sciences has requested the establishment of this faculty appointment type in order to:

- provide graduate and undergraduate students more access to high-quality instruction in appropriate college courses; and
- place the college among aspirational peers, many of which incorporate dedicated teaching faculty into their educational programs – including curriculum development and delivery and student advising; and
- provide a career path for its best non-tenure-track teachers that enhances the college's ability to attract and retain the most qualified individuals for these positions; and

WHEREAS the University Senate approved the proposal on September 14, 2020:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the establishment of a clinical/teaching/practice faculty appointment type in the College of Arts and Sciences.

**APPROVAL TO RENAME THE MASTER OF EDUCATION IN
AGRICULTURAL AND EXTENSION EDUCATION DEGREE PROGRAM
TO MASTER OF EDUCATION IN AGRISCIENCE**

Resolution No. 2021-46

Synopsis: Approval to rename the Master of Education in Agricultural and Extension Education degree program in the Department of Agricultural Communication, Education and Leadership (College of Food, Agricultural, and Environmental Sciences) to Master of Education in Agriscience, is proposed.

WHEREAS the Master of Education in Agricultural and Extension Education is a licensure program for students who possess a bachelor's degree in agriculture and would like to become certified to teach agriscience education; and

WHEREAS the Department of Agricultural Communication, Education and Leadership has proposed to rename the program to the Master of Education in Agriscience; and

WHEREAS the proposed name will directly align the master's degree program with the undergraduate degree title that leads to licensure, and

WHEREAS the proposed name is more recognizable to prospective employers; and

WHEREAS the University Senate approved the proposal on Sept. 14, 2020:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the renaming of the Master of Education in Agricultural and Extension Education degree program to Master of Education in Agriscience.

**APPROVAL TO RENAME THE DEPARTMENT OF THEATRE
TO THE DEPARTMENT OF THEATRE, FILM, AND MEDIA ARTS**

Resolution No. 2021-47

Synopsis: Approval to change the name of the Department of Theatre (College of Arts and Sciences) to the Department of Theatre, Film, and Media Arts, is proposed.

WHEREAS the College of Arts and Sciences currently has offerings in the Department of Theatre, the Film Studies program and the Moving-Image Production major; and

WHEREAS the college intends to bring these interdisciplinary programs together in one department, creating an urgently needed artistic community for our students and faculty; and

WHEREAS these interdisciplinary programs share many related methods and concerns, and it is increasingly clear that segregating live and mediated performance both administratively and pedagogically leads to redundancies that could be effectively eliminated through such a union; and

WHEREAS the college proposes to rename the Department of Theatre to the Department of Theatre, Film, and Media Arts, a name aligned with names of academic departments at leading peer and aspirational peer institutions; and

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WHEREAS the University Senate approved this proposal on October 22, 2020:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the name change of the Department of Theatre to the Department of Theatre, Film, and Media Arts.

**APPROVAL TO RENAME THE DEPARTMENT OF
OPHTHALMOLOGY AND VISION SCIENCE
TO DEPARTMENT OF OPHTHALMOLOGY AND VISION SCIENCES**

Resolution No. 2021-48

Synopsis: Approval to change the name of the of the Department of Ophthalmology and Vision Science (College of Medicine) to the Department of Ophthalmology and Vision Sciences, is proposed.

WHEREAS the Department of Ophthalmology and Vision Science consists of eight subspecialty practices – Comprehensive, Cornea and Anterior Segment, Specialty Contact Lenses, Retina, Uveitis, Glaucoma, Neuro-Ophthalmology and Oculoplastics; and

WHEREAS the College of Medicine is proposing to change the department's name to the Department of Ophthalmology and Vision Sciences to reflect the many research programs and collaborations with other departments; and

WHEREAS the University Senate approved this proposal on October 22, 2020:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves changing the name of the Department of Ophthalmology and Vision Science to the Department of Ophthalmology and Vision Sciences.

FACULTY PERSONNEL ACTIONS

Resolution No. 2021-49

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 27, 2020, meeting of the board, including the following appointments, appointments/reappointments of chairpersons, faculty professional leaves and emeritus titles:

Appointments

Name:	GEORGIOS ANAGNOSTOU
Title:	Professor (Miltiadis Marinakis Endowed Professorship of Modern Greek Language and Culture)
College:	Arts and Sciences
Term:	August 15, 2020 through June 30, 2025

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Name: *CAROL R. BRADFORD
Title: Professor and Dean (Leslie H. and Abigail S. Wexner Dean's Chair in Medicine)
College: Medicine
Term: October 1, 2020 through September 30, 2025

Name: DIANE M. DAGEFOERDE
Title: Interim Chief Information Officer
Office: Chief Information Officer
Term: October 3, 2020 through April 2, 2021

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

Name: TREVON LOGAN
Title: Interim Dean, Social and Behavioral Sciences
College: Arts and Sciences
Term: October 1, 2020 through December 31, 2020

Name: JACQUELINE K. WILKINS
Title: Associate Dean and Director, OSU Extension
College: Food, Agricultural, and Environmental Sciences
Term: November 1, 2020 through June 30, 2024

*New Hire

Reappointments

Name: JOHN D. BARTLETT
Title: Professor (George C. Paffenbarger Alumni Chair in Dental Research)
College: Dentistry
Term: November 1, 2020 through October 31, 2025

Name: BRAD J. BUSHMAN
Title: Professor (Margaret Hall and Robert Randall Rinehart Chair)
College: Arts and Sciences
Term: September 1, 2020 through August 31, 2021

Name: JENNIFER CROCKER
Title: Professor (Ohio Eminent Scholar in Social Psychology)
College: Arts and Sciences
Term: October 1, 2020 through June 30, 2025

Name: MICHAEL J. EARLEY
Title: Professor-Clinical (Vision Service Plan (VSP) Chair for the Advancement of Professional Practice)
College: Optometry
Term: September 1, 2018 through August 31, 2023

Name: DAMON E. JAGGARS
Title: Vice Provost and Dean
Office: University Libraries
Term: January 1, 2021 through June 30, 2025

Name: NORMAN F. JOHNSON
Title: Professor (Martha N. and John C. Moser Chair in Arthropod Biosystematics and Biological Diversity)
College: Arts and Sciences
Term: September 1, 2020 through August 31, 2023

Name: ANI L. KATCHOVA
Title: Associate Professor (Farm Income Enhancement Endowed Chair in Agricultural Policy, Trade and Marketing)
College: Food, Agricultural, and Environmental Sciences
Term: January 1, 2020 through December 31, 2024

Name: BODO E. KNUDSEN
Title: Associate Professor (Henry A. Wise II, MD, Endowed Chair in Urology)
College: Medicine
Term: July 1, 2020 through June 30, 2024

Name: ANIL K. MAKHIJA
Title: Professor and Dean (John W. Berry, Sr. Chair in Business)
College: Fisher College of Business
Term: October 1, 2020 through June 30, 2024

Name: RUSTIN M. MOORE
Title: Dean
College: Veterinary Medicine
Term: January 1, 2021 through June 30, 2025

Name: RITA H. PICKLER
Title: Professor (FloAnn Sours Easton Endowed Professorship in Child and Adolescent Health)
College: Nursing
Term: October 1, 2020 through September 30, 2025

Name: ALEXANDER E. WENDT
Title: Professor (Ralph D. Mershon Professorship in National Security Studies)
College: Arts and Sciences
Term: July 1, 2019 through June 30, 2023

(See Appendix XXXII, page 798)

DEGREES AND CERTIFICATES

Resolution No. 2021-50

Synopsis: Approval of Degrees and Certificates for autumn term 2020, 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

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

WHEREAS the Fisher College of Business has recommended that Chase Meola be awarded a Bachelor of Science in Business Administration degree, posthumously:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the degrees and certificates to be conferred on December 13, 2020, to those persons who have completed the requirements for their respective degrees and certificates and are recommended by the colleges and schools; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves that Chase Meola be awarded a Bachelor of Science in Business Administration degree, posthumously.

(See Appendix XXXIII, page 801)

UNIVERSITY FOUNDATION REPORT

Resolution No. 2021-51

Synopsis: Approval of the University Foundation Report as of September 30, 2020, 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 two (2) endowed chairs: The Virginia Hutchinson Bazler and Frank E. Bazler Chair in Food Science, and the Dr. and Mrs. Julian B. Woelfel Chair in Dentistry; and eleven (11) additional named endowed funds; (ii) the revision of four (4) named endowed funds, and the closure of two (2) named endowed funds:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves The Ohio State University Foundation Report as of September 30, 2020.

(See Appendix XXXIV, page 843)

NAMING OF CFAES RATTAN LAL CENTER FOR CARBON MANAGEMENT AND SEQUESTRATION

Resolution No. 2021-52

IN THE COLLEGE OF FOOD, AGRICULTURAL, AND ENVIRONMENTAL SCIENCES

Synopsis: Approval for the honorific naming of the Center for Carbon Management and Sequestration after Dr. Rattan Lal, is proposed.

WHEREAS The Carbon Management and Sequestration Center (C-MASC) is the longest running U.S. institution with a focus on carbon sequestration in both natural and managed terrestrial ecosystems, and in particular soils, relating changes in the terrestrial carbon pool to ecosystem services, and promoting the restoration of soil health; and

WHEREAS C-MASC has a 20+ year history of developing and implementing climate-smart and climate-resilient soil and land-use management practices locally, regionally, nationally, and globally and is positioned to remain an international leader in the field; and

WHEREAS the College recommends naming the Center after Ohio State alumnus and world-renowned scholar, Dr. Rattan Lal, who serves as Distinguished University Professor of Soil Science and founding Director of C-MASC; and

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

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves in accordance with paragraph (D) of rule 3335-1-08 of the Ohio Administrative Code, that the aforementioned Center be named CFAES Rattan Lal Center for Carbon Management and Sequestration.

**NAMING OF DALEY FAMILY PAVILION
AND DALEY FAMILY TERRACE**

Resolution No. 2021-53

IN THE MAX M. FISHER COLLEGE OF BUSINESS

Synopsis: Approval for the naming of the Daley Family Pavilion and Daley Family Terrace, to be located in the outdoor space adjacent to The Blackwell Inn, Pfahl Hall Conference Center, and Pfahl Hall, is proposed.

WHEREAS the Ohio State University's Max M. Fisher College of Business' ("College") distinguished faculty and unique programs combine for a transformational educational experience built on a foundation of principled leadership, global awareness and a spirit of innovation and entrepreneurship; and

WHEREAS the Daley Family Pavilion and Daley Family Terrace will provide additional entertaining space to host a variety of special events, conferences, and meetings for the College and larger community to support these transformational experiences; and

WHEREAS the Daley Family Foundation and Clayton C. Daley, Jr. have provided significant support to the College; and

WHEREAS the naming of the Daley Family Pavilion and Daley Family Terrace has been reviewed according to the approval process outlined in the Naming of University Spaces and Entities policy:

NOW THEREFORE

BE IT RESOLVED, That in acknowledgement of the Daley Family Foundation and Clayton C. Daley, Jr.'s philanthropic support, the Board of Trustees hereby approves in accordance with paragraph (D) of rule 3335-1-08 of the Ohio Administrative Code, and in accordance

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with the terms of the Current Use Facilities Fund Gift Agreement dated September 29, 2020, that the aforementioned spaces be named the Daley Family Pavilion and Daley Family Terrace.

NAMING OF THE UNITED TITANIUM BUG ZOO

Resolution No. 2021-54

IN THE COLLEGE OF FOOD, AGRICULTURAL,
AND ENVIRONMENTAL SCIENCES

Synopsis: Approval for the naming of the bug zoo to be located in the Wooster Science Building at 1600 Wilson Road, Wooster, Ohio, is proposed.

WHEREAS the Wooster Science Building's Bug Zoo is a diverse collection of live arthropods for the purposes of education and outreach with the mission to promote awareness, dispel myths and ignite curiosity in the unseen world of arthropods; and

WHEREAS the collection of live animals is accessible and presented in a non-threatening way, allowing people of all ages to explore even the smallest wonders of nature in a safe environment, and enticing budding young entomologists into the exciting field of entomology; and

WHEREAS C. Michael Reardon and Stephanie Reardon have provided significant support to the College; and

WHEREAS the naming has been reviewed according to the approval process outlined in the Naming of University Spaces and Entities policy:

NOW THEREFORE

BE IT RESOLVED, That in acknowledgement of C. Michael Reardon and Stephanie Reardon'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 space be named the United Titanium Bug Zoo for the life of the current facility.

**NAMING OF THE LORI ANN REIGERT
'99 GATEWAY TO SUCCESS**

Resolution No. 2021-55

IN THE COLLEGE OF EDUCATION AND HUMAN ECOLOGY

Synopsis: Approval for the naming of the seating area outside the Office of Academic Affairs (Room A100) to be located in the Physical Activity and Education Services Building at 305 Annie & John Glenn Avenue, is proposed.

WHEREAS the College of Education and Human Ecology values learning as a lifelong process, growing the educators, researchers and professionals critical to shaping academic success and health and wellness for generations to come; and

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WHEREAS the College's Office of Academic Affairs provides services ranging from undergraduate student recruitment and advising to career services for graduating students, maximizing students' educational experiences from orientation to graduation; and

WHEREAS John L. and Eileen C. Reigert have provided significant support to the College of Education and Human Ecology in memory of their daughter, Lori Ann Reigert '99; and

WHEREAS the naming has been reviewed according to the approval process outlined in the Naming of University Spaces and Entities policy:

NOW THEREFORE

BE IT RESOLVED, That in acknowledgement of John L. and Eileen C. Reigert'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 space be named the Lori Ann Reigert '99 Gateway to Success for the life of the current facility.

**NAMING OF THE DLZ CORPORATION
CIVIL MATERIALS TESTING LABORATORY**

Resolution No. 2021-56

IN BOLZ HALL, COLLEGE OF ENGINEERING

Synopsis: Approval for the naming of the undergraduate materials lab (Room 130) on the first floor of Bolz Hall located at 2036 Neil Avenue is proposed.

WHEREAS the Department of Civil, Environmental and Geodetic Engineering (CEGE) prepares students to balance environmental health with growing societal needs for natural resources, sustainable infrastructure and services; and

WHEREAS CEGE may better provide facilities that foster students' learning, creativity and collaboration through continuously evaluating and enhancing its instructional and laboratory spaces; and

WHEREAS DLZ Ohio Inc. has provided significant support to the College of Engineering; and

WHEREAS the naming has been reviewed according to the approval process outlined in the Naming of University Spaces and Entities policy:

NOW THEREFORE

BE IT RESOLVED, That in acknowledgement of DLZ Ohio Inc.'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 space be named the DLZ Corporation Civil Materials Testing Laboratory for the life of the current facility.

NAMING OF THE JOHN OLLER LANTERN ADVISOR'S OFFICE

Resolution No. 2021-57

IN THE COLLEGE OF ARTS AND SCIENCES

Synopsis: Approval for the naming of the advisor's office in the Lantern Suite (Room 275B) in the Journalism Building, located at 242 West 18th Avenue, is proposed.

WHEREAS the School of Communication advances high quality communication scholarship and engages in innovative, excellent undergraduate and graduate education; and

WHEREAS the School's curriculum and research agenda is geared to address the sweeping changes that have occurred in the communication industry in the last decade; and

WHEREAS John Oller has provided significant support to the College and the School of Communication; and

WHEREAS the naming has been reviewed according to the approval process outlined in the Naming of University Spaces and Entities policy:

NOW THEREFORE

BE IT RESOLVED, That in acknowledgement of John Oller'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 for the life of the physical facility the aforementioned space be named the John Oller Lantern Advisor's Office. Should the Advisor's Office or the Journalism Building cease to exist, the donors will be consulted and presented with an alternative recognition opportunity.

NAMING OF INTERNAL SPACES

Resolution No. 2021-58

IN THE OPTOMETRY CLINIC AND HEALTH SCIENCES FACULTY OFFICE BUILDING

Synopsis: Approval for naming of internal spaces in the Optometry Clinic and Health Sciences Faculty Office Building, located at 1664 Neil Avenue, is proposed.

WHEREAS the College of Optometry is dedicated to recruiting and developing the future leaders, the next generation of professors, and the most successful practitioners in the country; and

WHEREAS in addition to patient care facilities, the Optometry Clinic and Health Sciences Faculty Office Building will include clinical faculty offices and open workspaces; and

WHEREAS current and future Optometry services have moved from Fry Hall to the new Optometry Clinic and Health Sciences Faculty Office Building and students, faculty and patients will be using this new clinic for decades to come; and

WHEREAS the donors listed below have provided significant contributions to support the College of Optometry and the Optometry Clinic and Health Sciences Faculty Office Building; and

- Greg Nixon and Vondolee Delgado-Nixon
- Karla Zadnik
- Mike Greenberg and Kaleel Shaheen
- Carla Mack
- Aaron Zimmerman
- Kelly Raies
- Don Mutti
- Keith Sellers
- Friends of Hazeal Edward Welton
- Luxottica

WHEREAS the naming has been reviewed according to the approval process outlined in the Naming of University Spaces and Entities 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 facilities the internal spaces be named the following:

- Dr. Greg Nixon and Dr. Vondolee Delgado-Nixon Advanced Ocular Care Special Testing Room (2060)
- Dr. Greg Nixon Dry Eye Center (2076)
- Michael H. Greenberg, OD, MS and Kaleel J. Shaheen, OD Contact Lens Service Exam Room (3022)
- Carla Mack, OD, MBA, FAAO Contact Lens Service Exam Room (3028)
- Dr. Aaron and Amanda Zimmerman Contact Lens Service Exam Room (3030)
- Raymond D. Carson, OD Contact Lens Service Exam Room (3031)
- Dean Karla Zadnik and the Collaborative Longitudinal Evaluation of Keratoconus (CLEK) Study Contact Lens Service Exam Room (3032)
- Keith Sellers, OD, MS, Beverly Sellers, Noah Sellers, and Betsy Sellers Primary Vision Care Service Exam Room (3046)
- Hazeal Edward Welton Primary Vision Care Service Exam Room (3076)
- Luxottica Eye Care Primary Vision Care Exam Room (3079)

NAMING OF THE OHIO STATE UNIVERSITY CFAES WOOSTER

Resolution No. 2021-59

IN THE COLLEGE OF FOOD, AGRICULTURAL, AND ENVIRONMENTAL SCIENCES

Synopsis: Approval for the administrative renaming of OSU Ohio Agricultural Research and Development Center (OARDC)/Agricultural Technical Institute (ATI) campus in Wooster to The Ohio State University CFAES Wooster, is proposed.

WHEREAS the College of Food, Agricultural, and Environmental Sciences works to sustain life every day through Teaching, Research, and Extension statewide on all of our campuses; and

WHEREAS the current OARDC/ATI campus is wholly supported by funds from the College, which contribute to the staffing, maintenance, and care of animals, crops, and plant germplasm for all teaching, research, and extension efforts on site.; and

WHEREAS the College recommends the name change; and

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

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves in accordance with paragraph (D) of rule 3335-1-08 of the Ohio Administrative Code, that the aforementioned campus be named The Ohio State University CFAES Wooster.

APPROVAL TO ENTER INTO AND INCREASE PROFESSIONAL SERVICES AND CONSTRUCTION CONTRACTS

Resolution No. 2021-60

Approval to Enter Into/Increase Professional Services and Construction Contracts

Cannon Drive Relocation – Phase 2
Ross – OPR/OR Expansion

Approval to Enter Into/Increase Construction Contracts

Energy Advancement and Innovation Center
WMC Outpatient Care West Campus

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

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

	Prof. Serv. Approval Requested	Construction Approval Requested	Total Requested	
Cannon Drive Relocation – Phase 2	\$2.2M	\$46.4M	\$48.6M	University Debt Auxiliary Funds Partner Funds
Ross – OPR/OR Expansion	\$1.0M	\$8.7M	\$9.7M	Auxiliary Funds

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

	Construction Approval Requested	Total Requested	
Energy Advancement and Innovation Center	\$31.5M	\$31.5M	Partner Funds
WMC Outpatient Care West Campus	\$164.2M	\$164.2M	Fundraising Auxiliary Funds Partner Funds

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

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

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the President and/or Senior Vice President for Business and Finance be authorized to enter into/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 XXXV page 865)

**AUTHORIZATION FOR INCREASE
TO WOSU FINAL IMPROVEMENTS**

Resolution No. 2021-61

14TH AVENUE AND PEARL STREET
COLUMBUS, OHIO

Synopsis: Authorization to allow WOSU to fund final improvements at the 14th Avenue and Pearl Street location of their new studio is proposed.

WHEREAS Resolution 2019-64 authorized The Ohio State University to enter into a lease with Redstone Realty Company, LLC, a wholly owned subsidiary of Campus Partners for Community Urban Redevelopment, for the construction and occupancy of a four-story building to house new studios for WOSU; and

WHEREAS such Resolution contained a condition that the consideration paid by the university to Redstone Realty Company, LLC, pursuant to the lease agreement, including pre-paid rent and tenant improvements, would not exceed \$29,000,000, which such amount was based upon preliminary estimates; and

WHEREAS pursuant to such Resolution, the parties entered into such lease on May 28, 2019; and

WHEREAS through the design and construction process and taking into account both savings

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as well as additions to the project budget, WOSU has determined that an additional \$3,500,000 is required to complete the project, so as to include and accommodate: increased labor costs, site conditions, specialized construction assemblies unique to broadcast and production environments, selected technology and other improvements; and

WHEREAS the funds necessary to meet the university's obligations under the lease are being provided through WOSU:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby authorizes the President and/or Senior Vice President for Business and Finance to approve funding, under and pursuant to the lease between The Ohio State University and Redstone Realty Company, LLC, including for pre-paid rent and tenant improvements, in an amount not to exceed \$32,500,000, on such terms and conditions as deemed to be in the best interest of the university.

(See Appendix XXXVI, page 870)

APPROVAL FOR PURCHASE OF REAL PROPERTY

Resolution No. 2021-62

0.06+/- ACRES ON WEST 11TH AVENUE
COLUMBUS, FRANKLIN COUNTY, OHIO

Synopsis: Authorization to purchase real property located at 75 West 11th Avenue, Columbus, Franklin County, Ohio, is proposed.

WHEREAS The Ohio State University ("University") seeks to purchase 0.06+/- acres of improved real property located at 75 West 11th Avenue, Columbus, Ohio, identified as Franklin County tax parcel 010-021413-00 ("Property"); and

WHEREAS the Property is strategically located on the university's main campus; and

WHEREAS the Property is contiguous on all sides to land owned by the State of Ohio; and

WHEREAS the obligation of the University to purchase the Property is subject to and conditioned on the approval by the State of Ohio Controlling Board:

NOW THEREFORE

BE IT 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 the negotiated price. Title will be held in the name of the State of Ohio for the use and benefit of The Ohio State University and upon terms and conditions deemed to be in the best interest of the university.

(See Appendix XXXVII, page 872)

APPROVAL FOR PURCHASE OF REAL PROPERTY

Resolution No. 2021-63

1145 OLENTANGY RIVER ROAD,
COLUMBUS, FRANKLIN COUNTY, OHIO

Synopsis: Authorization to purchase real property located at 1145 Olentangy River Road, Columbus, Franklin County, Ohio, is proposed.

WHEREAS The Ohio State University ("University") seeks to purchase improved real property located at 1145 Olentangy River Road in Columbus, Ohio, identified as Franklin County parcels 010-288228 and 010-288355 ("Property"); and

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

WHEREAS the property includes a four-story, 114,900± square foot building, known as the Stefanie Spielman Comprehensive Breast Center, which houses multi-specialty medical groups and an ambulatory out-patient radiation treatment center; and

WHEREAS the university currently leases the entire property under a lease, approved by the Board of Trustees in 2009 by Resolution 2009-49 ("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 July 21, 2020 ("Exercise Date"); and

WHEREAS the obligation of the university to purchase the property after exercising the option is subject to and conditioned upon approval of its Board of Trustees and the State of Ohio Controlling Board:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the Executive Vice President and Provost, the Senior Vice President for Business and Finance and Chief Financial Officer, and the Executive Vice President and Chancellor for Health Affairs, in consultation with the chair of the Audit, Compliance and Finance Committee and the chair of the Master Planning and Facilities Committee, are collectively authorized to take action required to effect the purchase of real property in the name of the state of Ohio for the benefit of The Ohio State University, upon terms and conditions deemed to be in the best interest of the university.

(See Appendix XXXVIII, page 874)

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

Resolution No. 2021-64

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 2019 and 2020 fiscal years, in accordance with accounting principles, generally accepted in the United States of America; 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 2019 and 2020 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 2019 and 2020 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 XXXIX, page 876)

**APPROVAL OF FY20 PROGRESS REPORT
ON OHIO TASK FORCE ON AFFORDABILITY AND EFFICIENCY
IN HIGHER EDUCATION RECOMMENDATIONS**

Resolution No. 2021-65

Synopsis: Approval of Ohio State's FY20 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 FY20 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 XL, page 986)

**APPROVAL OF FISCAL YEAR 2021
PRESIDENTIAL GOALS**

Resolution No. 2021-66

Synopsis: Approval of the presidential goals for fiscal year 2021 is proposed.

WHEREAS under the terms of President Kristina M. Johnson's letter of offer, each fiscal year, the president and the Board of Trustees will work together to establish the president's goals and objectives; and

WHEREAS in order to establish these goals and objectives, the president has outlined five priority areas for review and approval by the Board of Trustees; and

WHEREAS once approved by the Board of Trustees, these five priority areas of the president's goals and objectives will serve as the basis to evaluate the president during her review period:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the president's established goals and objectives which set forth five priorities: Ohio State's COVID-19 Response, Assessing Executive Leadership, Time and Change Pillars, Racial and Social Justice, and Presidential Engagement. All of these priorities will continue to move the university forward and build on its excellence as a world-renowned land-grant institution.

RATIFICATION OF COMMITTEE APPOINTMENTS 2020-2021

Resolution No. 2021-67

BE IT RESOLVED, That the Board of Trustees hereby approves that the ratification of committee appointments for 2020-2021 are as follows:

Academic Affairs, Student Life & Research:

Brent R. Porteus, Chair
Cheryl L. Krueger
Abigail S. Wexner
Hiroyuki Fujita
Alan A. Stockmeister
Elizabeth P. Kessler
Jeff M.S. Kaplan
Anand Shah
Susan Olesik (faculty member)
Gary R. Heminger (ex officio)

Advancement:

Erin P. Hoeflinger, Chair
Alan A. Stockmeister, Vice Chair
Cheryl L. Krueger
Abigail S. Wexner
Craig S. Bahner
Thomas M. Murnane
Catherine Baumgardner (Alumni Assn member)
KATY ENDSLEY (Alumni Assn member)
Alec Wightman (Foundation Board member)
Anne Klamar (Foundation Board member)
Gary R. Heminger (ex officio)

Audit, Compliance & Finance:

John W. Zeiger, Chair
Brent R. Porteus
Erin P. Hoeflinger
Alexander R. Fischer
Hiroyuki Fujita
Elizabeth P. Kessler
Lewis Von Thaer
Jeff M.S. Kaplan
James D. Klingbeil
Amy Chronis
Gary R. Heminger (ex officio)

Talent, Compensation & Governance:

Hiroyuki Fujita, Chair
Lewis Von Thaer, Vice Chair
Erin P. Hoeflinger
John W. Zeiger
Elizabeth P. Kessler
Jeff M.S. Kaplan
Gary R. Heminger (ex officio)

Master Planning & Facilities:

Alexander R. Fischer, Chair
James D. Klingbeil, Vice Chair
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
Stephen D. Steinour
Robert H. Schottenstein
W.G. Jurgensen
Cindy Hilsheimer
Gary R. Heminger (ex officio, voting)
Kristina M. Johnson (ex officio, voting)
Harold L. Paz (ex officio, voting)
Bruce A. McPheron (ex officio, voting)
Michael Papadakis (ex officio, voting)

Mr. Heminger:

Thank you, President Johnson. First, we will hold a vote on item No. 19 – Approval to Enter Into and Increase Professional Services and Construction Contracts. Please note that Mrs. Wexner, Mr. Fischer, Mr. Von Thaeer and Mr. Kaplan have all been advised to abstain.

Upon the motion of Mr. Heminger, seconded by Dr. Fujita, the Board of Trustees adopted the foregoing motion by majority roll call vote, cast by trustees Mr. Heminger, Ms. Krueger, Mr. Porteus, Mrs. Hoeflinger, Dr. Fujita, Mr. Stockmeister, Mr. Zeiger, Ms. Kessler, Mr. Kiggin, Mrs. Harsh, Dr. Wilkinson, Mr. Shah and Ms. Sobol. Mrs. Wexner, Mr. Fischer, Mr. Von Thaeer and Mr. Kaplan abstained.

Ms. Eveland:

Motion carries.

Mr. Heminger:

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

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

Ms. Eveland:

Motion carries.

Mr. Heminger:

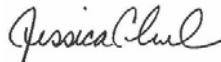
Thank you. The next meetings of the Board of Trustees will take place in February of next year. Dates and times for those meetings will be shared on the Board of Trustees' website in the coming weeks. Is there any further business to come before the board at this time? Hearing none, this meeting is adjourned. I thank you and, everyone, have a Happy Thanksgiving.

The meeting adjourned at 4:39 p.m.

Attest:



Gary R. Heminger
Chairman



Jessica A. Eveland
Secretary



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

APPENDIX XXVI

SUMMARY OF ACTIONS TAKEN

November 18, 2020 - Wexner Medical Center Board Meeting

Voting Members Present by Zoom Virtual Meeting:

Leslie H. Wexner
Abigail S. Wexner
Cheryl L. Krueger
John W. Zeiger
Stephen D. Steinour

Robert H. Schottenstein
Cindy Hilsheimer
Gary R. Heminger (ex officio)
Kristina M. Johnson (ex officio)

Harold L. Paz (ex officio)
Bruce A. McPheron (ex officio)
Michael Papadakis (ex officio)

Members Absent:

Hiroyuki Fujita

W.G. "Jerry" Jurgensen

PUBLIC SESSION

The Wexner Medical Center Board convened for its 36th meeting on Wednesday, November 18, 2020, virtually over Zoom. Board Secretary Jessica A. Eveland called the meeting to order at 8:01 a.m.

Item for Action

1. **Approval of Minutes:** No changes were requested to the August 26, 2020, 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 began his report by thanking all of the medical center's 27,000 faculty and staff for their hard work and dedication during the pandemic, and he encouraged the entire community to protect each other by wearing masks, practicing safe physical distancing, regularly washing their hands and avoiding social gatherings. Beyond the medical center's pandemic efforts, he also discussed the work that is underway to create the academic health center model of the future. He reminded the group of the recent announcement of the partnership with One Medical to deliver seamless coordinated primary care across central Ohio, which is an important next step in continuing to expand Ohio State's outpatient care strategy by building on exceptional primary care offerings, increasing access to digital healthcare solutions, and improving access to services that are essential for better health. The medical center also expanded its affiliation with Adena Health System to increase access to quality, cost-effective care in south central and southern Ohio.

Dr. Paz also touched on the ongoing work related to the medical center's anti-racism plan, including a 21-day challenge to further medical center personnel's understanding of privilege, systemic racism and equity, so that they can better engage in and empower themselves to support anti-racism goals. He also shared that the colleges of Medicine, Nursing, Optometry and Veterinary Medicine were all honored with the 2020 INSIGHT Into Diversity Higher Education Excellence in Diversity (HEED) Award, which recognizes colleges and universities that demonstrate an outstanding commitment to diversity and inclusion. Ohio State was the only academic institution in the country to have four colleges receive this designation in 2020. Additionally, University Hospital, the Ross Heart Hospital, the Brain & Spine Hospital, and the Dodd Rehabilitation Hospital have again earned the prestigious Magnet designation by the American Nurses Credentialing Center for the fourth consecutive time, dating back to 2005.



Items for Discussion (continued)

The medical center also celebrated the 10-year anniversary of the Moms2B program, which has helped nearly 3,000 expectant and new mothers with the goal of reducing infant mortality and improving outcomes, especially in underserved central Ohio communities. Finally, Dr. Paz also welcomed two new team members to the medical center – William “Skip” Hidlay, chief communications and marketing officer, and Dr. Carol Bradford, the new dean of the College of Medicine, the Leslie H. and Abigail S. Wexner Dean’s Chair in Medicine and vice president for Health Sciences.

3. **James Cancer Hospital Report:** Dr. William Farrar, CEO of the James Cancer Hospital, talked about how COVID-19 has impacted and delayed medical treatment, as well as the diagnosis of cancer, across the nation, and the important work The James is doing to educate those in the community about the importance of continuing their treatments and getting regular screenings, even amid the pandemic. He also shared highlights from The James State of the Cancer Program Address that was delivered in October, including the groundbreaking for the West Campus ambulatory facility. This facility will increase the OSUCCC-James clinical operations space by more than 26 percent with the addition of a 44-bed outpatient surgery center, interventional radiology services, a diagnostic imaging center and more. Additionally, through collaboration with Nationwide Children’s Hospital, this facility will also offer evidence-based treatment options in radiation oncology, including the only proton therapy unit in central Ohio, which will benefit adult and pediatric patients.

Dr. Farrar also gave an update on the recently established Pelotonia Institute for Immuno-Oncology (PIIO). Since its opening in July 2019, under the leadership of Dr. Zihai Li, the PIIO had recruited 15 new faculty members, secured \$16 million in grants and added 25 new clinical trials. He also talked about the new Center for Cancer Engineering, a partnership between the cancer program and the College of Engineering. By designing, developing and integrating engineering technologies and data analytics approaches, this center will advance the understanding of cancer biology, biomechanics and clinical data to enhance cancer prevention, diagnosis and treatment. Dr. Farrar also thanked the community for its continued support of Pelotonia in a very unusual year. Though Pelotonia did not host an in-person ride this year, it still had a record number of virtual participants. Finally, he shared a few highlights and accomplishments, including multimillion-dollar grants received by cancer researchers and the fact that more than \$25.5 million has been raised for the Stefanie Spielman Fund for Breast Cancer Research, which was founded in 1998 by Chris and Stefanie Spielman with a goal of raising just \$250,000.

4. **Wexner Medical Center Financial Report:** Wexner Medical Center CFO Mark Larmore reported on the results for the first quarter of the health system, which was running about \$12.8 million ahead of budget with revenue growth of 3.5 percent over the prior year. The system was still spending about \$2.5 million per month on COVID-19 related supplies, mostly focused on protective equipment. The combined Wexner Medical Center results, consisting of the Health System, College of Medicine and OSU Physicians, was running \$17 million ahead of budget with revenue growth of 3.1 percent. And even though overall volume and medical admissions had decreased due to pandemic restrictions, surgical admissions were ahead of projections. Finally, on the whole, the medical center crossed over \$5.5 billion in total assets.

(See Attachment XXIII for background information, page 581)



Items for Action

5. Resolution No. 2021-40, Recommend 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/increase professional services contracts and enter into construction contracts for the following projects; and

	Prof. Serv. Approval Requested	Construction Approval Requested	Total Requested	
Cannon Drive Relocation – Phase 2	\$2.2M	\$46.4M	\$48.6M	University Debt Auxiliary Funds Partner Funds
Ross – OPR/OR Expansion	\$1.0M	\$8.7M	\$9.7M	Auxiliary Funds

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

	Construction Approval Requested	Total Requested	
WMC Outpatient Care West Campus	\$46.4M	\$48.6M	University Debt Auxiliary Funds Partner Funds

NOW THEREFORE

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

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

(See Appendix XXXV for background information, page 865)

Action: Upon the motion of Mr. Zeiger, seconded by Dr. Paz, the board approved the foregoing motion by majority voice vote with the following members present and voting: Mr. Wexner, Ms. Krueger, Mr. Zeiger, Mr. Schottenstein, Ms. Hilsheimer, Mr. Heminger, Dr. Johnson, Dr. Paz, Dr. McPheron and Mr. Papadakis. Mrs. Wexner abstained. Mr. Steinour was not present for this vote.



Items for Action (continued)

6. Resolution No. 2021-41 Recommend for Approval Purchase of Real Property, 1145 Olentangy River Road, Columbus, Franklin County, Ohio

Synopsis: Authorization to purchase real property located at 1145 Olentangy River Road, Columbus, Franklin County, Ohio, is proposed.

WHEREAS The Ohio State University ("University") seeks to purchase improved real property located at 1145 Olentangy River Road in Columbus, Ohio, identified as Franklin County parcels 010- 288228 and 010-288355 ("Property"); and

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

WHEREAS the property includes a four-story, 114,900+ square foot building, known as the Stefanie Spielman Comprehensive Breast Center, which houses multi-specialty medical groups and an ambulatory out-patient radiation treatment center; and

WHEREAS the university currently leases the entire property under a lease, approved by the Board of Trustees in 2009 by Resolution 2009-49 ("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 July 21, 2020 ("Exercise Date"); and

WHEREAS the obligation of the university to purchase the property after exercising the option is subject to and conditioned upon approval of its Board of Trustees and the State of Ohio Controlling Board:

NOW THEREFORE

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

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves that the Executive Vice President and Provost, the Senior Vice President for Business and Finance and Chief Financial Officer, and the Executive Vice President and Chancellor for Health Affairs, in consultation with the chair of the Audit, Compliance and Finance Committee and the chair of the Master Planning and Facilities Committee, are collectively authorized to take action required to effect the purchase of real property in the name of the state of Ohio for the benefit of The , upon terms and conditions deemed to be in the best interest of the university.

(See Appendix XXXVIII for background information, page 874)

Action: Upon the motion of Mrs. Wexner, seconded by Dr. Paz, the board adopted the foregoing motion by unanimous voice vote with the following members present and voting: Mr. Wexner, Mrs. Wexner, Ms. Krueger, Mr. Zeiger, Mr. Schottenstein, Ms. Hilsheimer, Mr. Heminger, Dr. Johnson, Dr. Paz, Dr. McPherson and Mr. Papadakis. Mr. Steinour was not present for this vote.



EXECUTIVE SESSION

It was moved by Mr. Wexner, and seconded by Dr. Paz, 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 personnel matters involving the appointment, employment and compensation 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 voted to go into executive session with the following members present and voting: Mr. Wexner, Mrs. Wexner, Ms. Krueger, Mr. Zeiger, Mr. Schottenstein, Ms. Hilsheimer, Mr. Heminger, Dr. Johnson, Dr. Paz, Dr. McPherson and Mr. Papadakis. Mr. Steinour was not present for this vote.

The board entered executive session at 8:35 a.m. and adjourned at 12:00 p.m.



Attachment XXIII

Wexner Medical Center Financial Report Public Session

November 18, 2020

The Ohio State University Health System

Consolidated Statement of Operations
 For the YTD ended: September 30, 2020
 (in thousands)

OSUHS						
	Actual	Budget	Act-Bud Variance	Budget % Var	Prior Year	PY % Var
OPERATING STATEMENT						
Total Operating Revenue	\$ 860,935	\$ 849,319	\$ 11,616	1.4%	\$ 831,931	3.5%
Operating Expenses						
Salaries and Benefits	367,130	374,466	7,336	2.0%	360,671	-1.8%
Resident/Purchased Physician Services	31,172	31,189	17	0.1%	29,455	-5.8%
Supplies	99,608	93,829	(5,779)	-6.2%	90,392	-10.2%
Drugs and Pharmaceuticals	114,950	111,635	(3,315)	-3.0%	106,228	-8.2%
Services	82,999	85,767	2,768	3.2%	82,056	-1.1%
Depreciation	42,723	42,724	1	0.0%	44,128	3.2%
Interest	7,557	7,557	-	0.0%	8,160	7.4%
Shared/University Overhead	18,124	18,096	(28)	-0.2%	16,386	-10.6%
Total Expense	764,264	765,264	1,000	0.1%	737,473	-3.6%
Gain (Loss) from Operations (pre MCI)	96,671	84,055	12,616	15.0%	94,458	2.3%
Medical Center Investments	(45,991)	(45,991)	-	0.0%	(43,435)	-5.9%
Income from Investments	5,831	5,466	365	6.7%	9,286	-37.2%
Other Gains (Losses)	6,114	6,276	(162)	---	4,834	---
Excess of Revenue over Expense	\$ 62,625	\$ 49,806	\$ 12,819	25.7%	\$ 65,143	-3.9%

The Ohio State University Wexner Medical Center

Combined Statement of Operations
For the YTD ended: September 30, 2020
(in thousands)

November 18-19, 2020, Board of Trustees Meetings

	Actual	Budget	Act-Bud Variance	Budget % Var	Prior Year	PY % Var
OPERATING STATEMENT						
Total Revenue	\$1,116,347	\$1,113,845	\$ 2,502	0.2%	\$ 1,082,333	3.1%
Operating Expenses						
Salaries and Benefits	575,000	594,143	19,143	3.2%	561,038	-2.5%
Resident/Purchased Physician Services	31,172	31,189	17	0.1%	29,455	-5.8%
Supplies	111,129	105,132	(5,997)	-5.7%	100,963	-10.1%
Drugs and Pharmaceuticals	117,184	113,954	(3,230)	-2.8%	109,115	-7.4%
Services	123,157	130,583	7,426	5.7%	124,432	1.0%
Depreciation	51,325	49,866	(1,459)	-2.9%	51,089	-0.5%
Interest/Debt	10,239	10,240	1	0.0%	10,988	6.8%
Shared/University Overhead	12,288	12,630	342	2.7%	6,941	-77.0%
Other Operating Expense	9,191	9,882	691	7.0%	8,036	-14.4%
Medical Center Investments	7,184	4,464	(2,720)	-60.9%	3,002	-139.3%
Total Expense	1,047,869	1,062,083	14,214	1.3%	1,005,059	-4.3%
Excess of Revenue over Expense	\$ 68,478	\$ 51,762	\$ 16,716	32.3%	\$ 77,274	-11.4%
Financial Metrics						
Integrated Margin Percentage	6.1%	4.6%	1.5%	32.0%	7.1%	-14.1%
Adjusted Admissions	32,712	33,404	(692)	-2.1%	34,703	-5.7%
Operating Revenue per AA	\$ 26,319	\$ 25,426	\$ 893	3.5%	\$ 23,973	9.8%
Total Expense per AA	\$ 23,363	\$ 22,909	\$ (454)	-2.0%	\$ 21,251	-9.9%
This statement does not conform to Generally Accepted Accounting Principles. Different accounting methods are used in each of these entities and no eliminating entries are included.						

The Ohio State University Wexner Medical Center

Combined Balance Sheet
As of: September 30, 2020
(in thousands)

November 18-19, 2020, Board of Trustees Meetings

	September 2020	June 2020	Change
Cash	\$ 1,782,695	\$ 1,770,078	\$ 12,617
Net Patient Receivables	408,359	378,653	29,706
Other Current Assets	608,187	562,701	45,486
Assets Limited as to Use	421,965	421,698	267
Property, Plant & Equipment - Net	1,868,725	1,782,453	86,272
Other Assets	497,371	466,250	31,121
Total Assets	\$ 5,587,302	\$ 5,381,833	\$ 205,469
Current Liabilities	\$ 906,513	\$ 781,864	\$ 124,649
Other Liabilities	137,080	134,798	2,282
Long-Term Debt	650,084	665,906	(15,822)
Net Assets - Unrestricted	3,160,701	3,114,561	46,140
Net Assets - Restricted	732,924	684,705	48,219
Liabilities and Net Assets	\$ 5,587,302	\$ 5,381,833	\$ 205,469

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



Board of Trustees

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Columbus, OH 43210-1388

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APPENDIX XXVII

SUMMARY OF ACTIONS TAKEN

November 18, 2020 – Talent, Compensation & Governance Committee Meeting

Voting Members Present by Zoom Virtual Meeting:

Hiroyuki Fujita
Lewis Von Thaeer
Erin P. Hoefflinger

John W. Zeiger
Elizabeth P. Kessler
Jeff M.S. Kaplan

Gary R. Heminger (ex officio)

Members Absent:

N/A

PUBLIC SESSION

The Talent, Compensation & Governance Committee of The Ohio State University Board of Trustees convened on Wednesday, November 18, 2020, virtually over Zoom. Committee Chair Hiroyuki Fujita called the meeting to order at 1:00 p.m.

EXECUTIVE SESSION

It was moved by Dr. Fujita, and seconded by Mr. Von Thaeer, that the committee recess into executive session to discuss business-sensitive trade secrets required to be kept confidential by federal and state statutes, and to discuss personnel matters regarding the appointment, employment and compensation of public employees.

A roll call vote was taken and the committee voted to go into executive session with the following members present and voting: Dr. Fujita, Mr. Von Thaeer, Mrs. Hoefflinger, Mr. Zeiger, Ms. Kessler, Mr. Kaplan and Mr. Heminger.

The committee entered executive session at 1:03 p.m.

PUBLIC SESSION

The committee reconvened in public session at 2:00 p.m.

Items for Discussion

1. **HR Service Delivery Redesign:** Kim Shumate, associate vice president for Strategic Initiatives, discussed the transformative redesign of HR services at Ohio State. The redesign consolidated 11 service centers into one organization, HR Connection, which serves as the highest-level HR shared services operation at the university. HR Connection launched on September 21 for all employees across the institution and Wexner Medical Center. Ms. Shumate talked through the service delivery model, the process that was used to align HR staff to new roles within the model, and funding for the model. She shared that, thanks to the redesign, HR was expecting to achieve \$5.4 million in total savings this year. She also described the three primary types of Service Level Commitments – response time commitments, transactional commitments and project-based commitments – which serve as metrics for measuring performance.

(See Attachment XXIV for background information, page 589)



Items for Discussion (continued)

2. Retirement Redesign: Julie Hovance, the associate director of Retirement Benefits, discussed the changes that are being implemented following a thoughtful review of the university retirement plans and the creation of a strategy that will modernize the university plans and reflect industry best practices. Ohio State employees participate in one of three mandatory retirement plans – Ohio Public Employees Retirement System (OPERS) for staff, State Teachers Retirement System (STRS) for faculty or the Alternative Retirement Plan for eligible faculty and staff. The changes being made are to implement legislative changes and reduce the number of ongoing providers. This will allow the university to better evaluate and monitor the providers, and it will help employees to better evaluate/ and select a provider.

(See Attachment XXV for background information, page 601)

3. Key Critical Searches: Susan Basso, senior vice president for Talent and Culture, shared updates on two of the high-level searches that are in motion for the university's Dean of the College of Engineering and the senior vice president for Marketing and Communications.

Items for Action

4. Approval of Minutes: No changes were requested to the August 2020 committee meeting minutes; therefore, a formal vote was not required, and the minutes were considered approved.

5. Resolution No. 2021-43, Personnel Actions

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 27, 2020, meeting of the board, including the following appointments and contract updates:

Appointments

Name: Diane Dagefoerde
Title: Interim Chief Information Officer
Unit: Office of the Chief Information Officer
Term: October 3, 2020

Name: Anne K. Garcia
Title: Senior Vice President and General Counsel
Unit: Office of Legal Affairs
Term: October 1, 2020

Name: Paul N. Patton
Title: Senior Advisor to the President
Unit: Office of the President
Term: November 9, 2020

Name: Jinliu (Grace) Wang
Title: Executive Vice President for Research, Innovation and the Knowledge Enterprise
Unit: Office of Research
Term: December 1, 2020



Items for Action (continued)

6. Resolution No: 2021-44, Revisions to the Rules of the Classified Civil Service of The Ohio State University

Synopsis: Approval of revisions to Chapters 3335-57, 3335-65, 3335-73, 3335-79, 3335-81, 3335-83, and 3335-89 of the Ohio Administrative Code governing The Ohio State University's Classified Civil Service staff related to appointments, applications, leaves, sick leave, reduction in force, payroll and compensation, and definitions of terms, is proposed.

WHEREAS in accordance with Section 124.14(F) of the Ohio Revised Code, the Board of Trustees shall carry out all matters of governance involving the officers and employees of the university, including employees in the Classified Civil Service; and

WHEREAS Resolution 2008-47, adopted by the Board of Trustees in November 2007 authorizes the Office of Human Resources, as the university's Appointing Authority relating to all matters of governance involving Classified Civil Service employees, in consultation with the Office of Legal Affairs, to make periodic recommendations to the Board regarding the enactment and revision of Classified Civil Service Rules; and

WHEREAS the most recent revision of the university's Classified Civil Service Rules was in June 2013, and the Office of Human Resources now has recommended further needed revisions in the rules with respect to appointments, announcements, leaves, reduction in force, payroll and compensation policies and definitions of terms for Classified Civil Service staff; and

WHEREAS these revisions in the Classified Civil Service Rules, as shown in the attached, will enable the university to streamline processes, enhance our efficiency and effectiveness, and provide more effective rules, and general management of Classified Civil Service employees; and

WHEREAS the university has complied with Ohio Revised Code Section 111.15 in promulgating these revisions to the Classified Civil Service Rules, and the university additionally has provided reasonable notice to all affected university employees and interested groups and a period of time during which such employees or interested groups could submit comments about the proposed Classified Civil Service Rules:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the revisions to the Classified Civil Service Rules as set forth in the attached amendments to the Classified Civil Service Rules, effective December 20, 2020.

(See Appendix XXXI for background information, page 779)

Action: Upon the motion of Dr. Fujita, seconded by Mrs. Hoeflinger, the committee adopted the foregoing motions by unanimous voice vote with the following members present and voting: Dr. Fujita, Mr. Von Thae, Mrs. Hoeflinger, Mr. Zeiger, Ms. Kessler, Mr. Kaplan and Mr. Heminger.



Written Report

In the public session materials, there was one written report shared for the committee to review:

- a. Human Resources Summary

(See Attachment XXVI for background information, page 612)

The committee meeting adjourned at 2:44 p.m.

DRAFT

Attachment XXIV



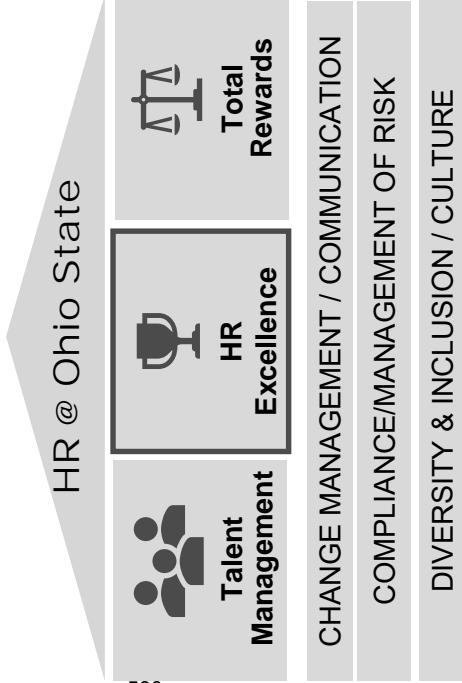
HR Service Delivery Redesign

Prepared for the Talent, Compensation and Governance Committee
of The Ohio State University Board of Trustees
November 18, 2020

HR Transformation

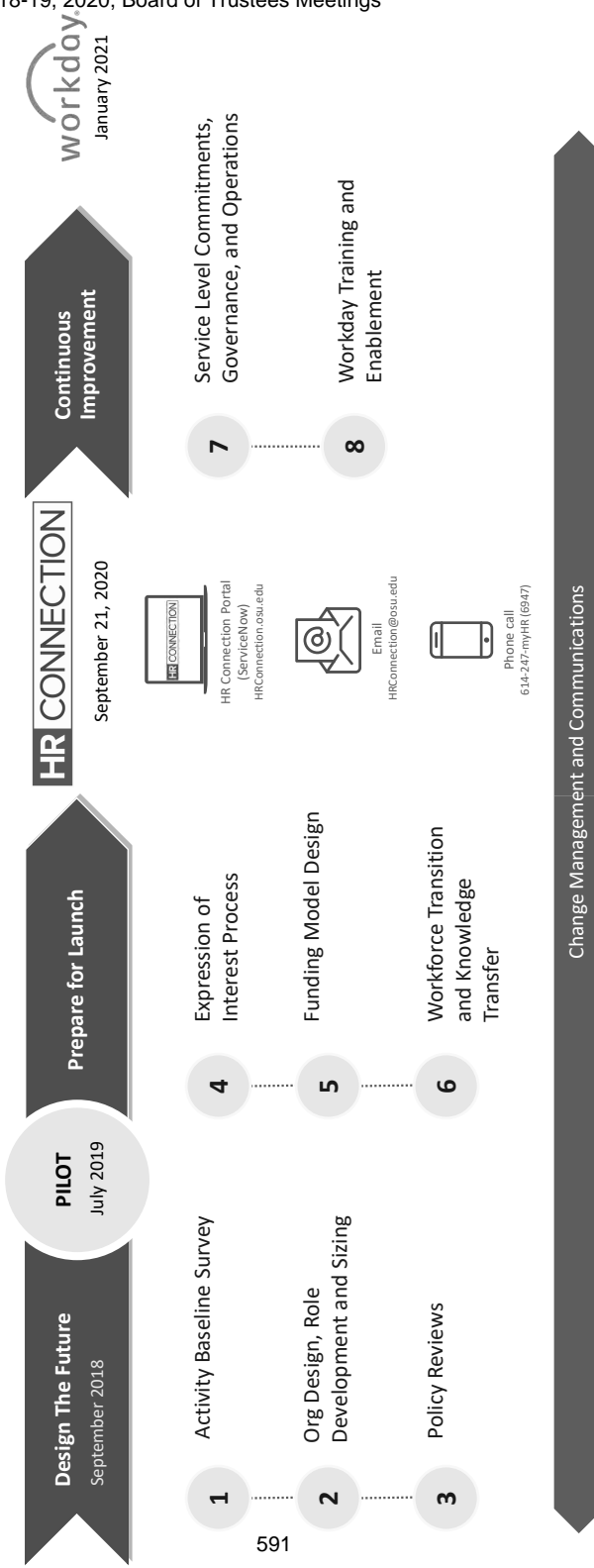
The “HR @ Ohio State” strategy is a transformative redesign of the HR services, enabled by modern day technology, in support of the institution.

- Consolidate 11 service centers into one organization, HR Connection
- Provide high quality HR services supported by Service Level Commitments and data transparency
- Create clear pathways to HR career progression
- Consistent and streamlined processes to reduce overall transaction processing time and increase transaction effectiveness
- Provide risk management through better reporting and data integrity



Our Journey At-A-Glance

November 18-19, 2020, Board of Trustees Meetings



Our Partners

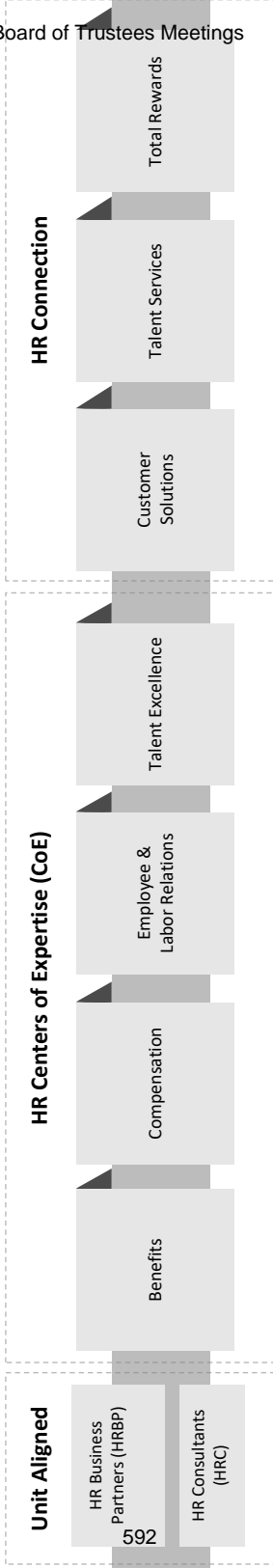


HR Service Delivery Teams

HRBPs and HRCs are aligned to a unit, while the other teams are co-located and deliver services based on functional area alignment. HRBPs, HRCs and CoEs include designated Wexner Medical Center HR Leadership and team members.

November 18-19, 2020, Board of Trustees Meetings

Direct reporting through HR



Service Enablement

Key Partner Organizations



Aligning People to the Model

Through the Activity Baseline Survey and review of HR Rosters, we identified approximately 500 individuals who would participate in the Expression of Interest for future roles in HR and payroll.



Job Description Publication

Descriptions provided visibility into the key responsibilities and competencies, by role.



August HR Open House

Open House held with sessions on the new HRSD model and roles and open Q&A.



Expression of Interest (EOI)

Individuals met with HRBPs to discuss interest and complete EOI process.



Assessment and Selection

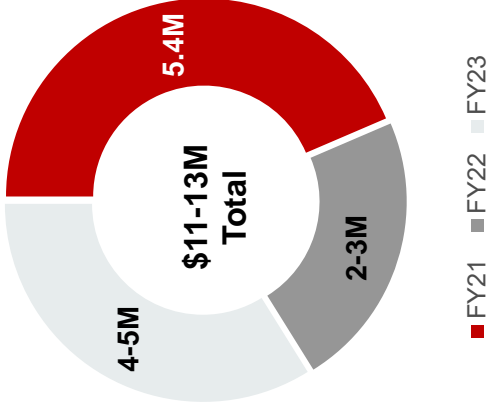
Review of interests and roles needs to align individuals to future state roles.

HRSD Funding Model & Savings

- > The HR Service Delivery Funding Model has been implemented for FY21, achieving an **estimated \$5.4M in total savings** for the University in our first year of the new model.
- > We are committed to driving future state efficiencies and **reducing overall headcount**, achieved both through Workday and other strategic initiatives.
- > Based on these goals, we are expecting to deliver an **additional \$6-8M dollars over three years** with \$2-3M of that goal being met next year.
- > Multi-year plans and savings projections will be **updated annually** to reflect new data and any changes to strategic priorities.

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HRSD Savings Projections



Service Level Commitments

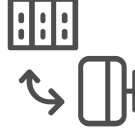
Service Level Commitments (SLCs) provide visibility into performance against metrics through a regular cadence of publication. SLCs are established for the interim model and will be revisited prior to the Workday go-live.



Response Time Commitment



Transactional Commitment



Project-based Commitment

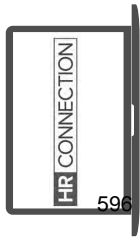
Service Level Commitments (SLCs) are metrics that commit to a level of service that HR will provide to customers.

HR Connection Customer Launch

September 21, 2020

HR CONNECTION

November 18-19, 2020, Board of Trustees Meetings



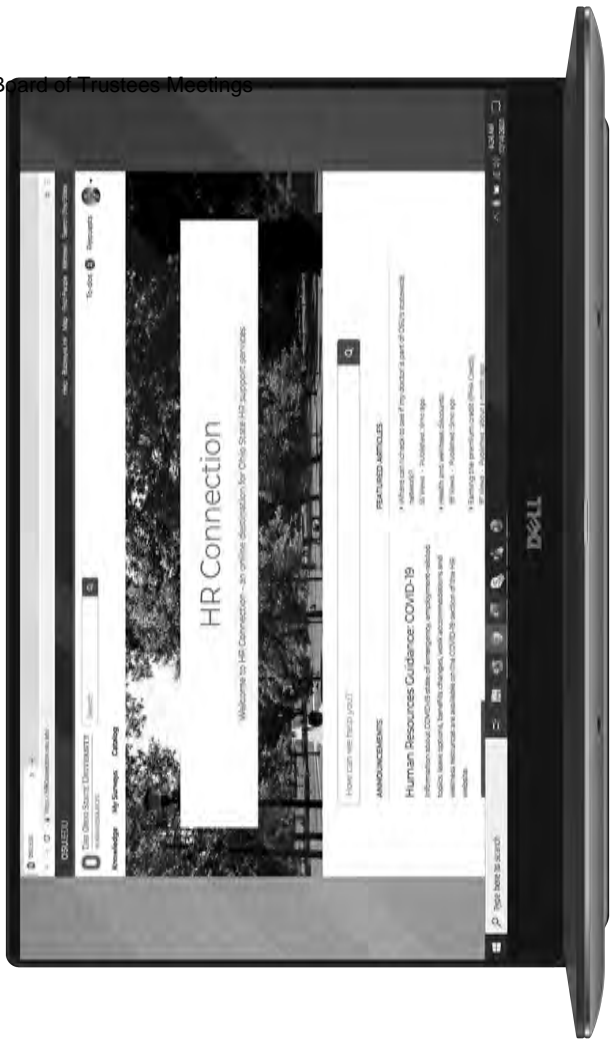
HR Connection Portal
HRConnection.osu.edu



Phone call
614-247-myHR (6947)



Email
HRConnection@osu.edu



HR Connection Operation

Ohio State's shared services operation, HR Connection, is a critical component of the HRSD model and is the main point of contact for HR and payroll support.

November 18-19, 2020, Board of Trustees Meetings



**Customer Solutions
Team**

**Talent Services
Team**

**Total Rewards
Team**

How the Service Center Works

November 18-19, 2020 Board of Trustees Meetings

HR Connection, enabled by our modern technology ServiceNow, provides a number of ways for employees of the campus and medical center to receive HR and payroll support.



24/7 self-service portal and knowledgebase

Customer Service support via phone

Transparency and communication


HR Connection Sept 21 – Oct 22

We are monitoring our progress daily and adjusting operations to support call volumes. The numbers below reflect our first month of HR Connection operations.



What's Next – Preparing for Workday

Creating a better employee experience.



Coming to Ohio State on January 3!

Use Workday to:

- View pay
- Update personal information
- Select benefits
- Review real-time org charts

And much more!

THE OHIO STATE UNIVERSITY GO.OSU.EDU/WORKDAY

Creating a better employee experience.



Coming to Ohio State on January 3!

W **What is Workday?**
Workday is a new tool for managing your employee information and Ohio State's finance and HR data. Workday is a cloud-based, mobile-friendly platform, creating an easier way to complete Buckeye businesses.

Who will use Workday?
All Ohio State faculty, staff and student employees across campuses and the Werner Medical Center will use Workday for HR, payroll, benefits, updating personal information and viewing pay. Finance, supply chain, HR and payroll professionals will use Workday frequently to support their roles.

Why Workday?
Ohio State's current financial and HR software systems are outdated. Workday provides Ohio State an opportunity to redesign business processes for ease and consistency in a best-in-class software system.

When will Workday go live?
The transition to Workday will occur in early January 2020. There will be two launch periods. HR and payroll information will go live on January 3, and finance and supply chain information will go live on January 7.

THE OHIO STATE UNIVERSITY GO.OSU.EDU/WORKDAY

Attachment XXV



THE OHIO STATE UNIVERSITY

Retirement Redesign

Prepared for the Talent, Compensation and Governance Committee
of The Ohio State University Board of Trustees
November 18, 2020



Agenda

- **Key Dates**
- **Impacted Plans**
- **Enhancement Details**
- **Participant Impact**
- **Resources Available**



Retirement Plan Offerings at the University:

Retirement savings is an essential piece of the university's total rewards program and it supports the efforts of faculty and staff to plan a fulfilling, financially secure retirement through multiple savings opportunities:

- All University employees are required by law to participate in one of the following:
 - Ohio Public Employees Retirement System ("OPERS")
 - State Teachers Retirement System of Ohio ("STRS")
 - The Ohio State University Alternative Retirement Plan ("ARP")
- University employees may elect to contribute to one or both of the voluntary plans:
 - The Ohio State University 403(b) Retirement Plan ("403(b) Plan")
 - The Ohio State University 457(b) Deferred Compensation Plan ("457(b) Plan")
- Certain highly compensated employees whose retirement contributions to the state-mandated plans reach the IRS limits may also contribute to:
 - The Ohio State University Retirement Continuation Plans ("RCP")
 - The Ohio State University Supplemental 415(m) Retirement Plans ("415(m) Plan")

Retirement Plans Impacted – University Sponsored Plans

The University has been working to implement enhancements to the University Sponsored Plans, including:

- The Ohio State University Alternative Retirement Plan (“ARP”)
- The Ohio State University 403(b) Retirement Plan (“403(b) Plan”)
- The Ohio State University 457(b) Deferred Compensation Plan (“457(b) Plan”)
Note: Excludes 457(b) through Ohio Deferred Comp

- The Ohio State University Retirement Continuation Plans (“RCP”)
- The Ohio State University Supplemental 415(m) Retirement Plans (“415(m) Plan”)



Retirement Redesign – Timeline

- **June 2016** – Ohio law previously changed to allow public universities to reduce the number of providers under the ARP and the 403(b) plan; Ohio Department of Higher Education approved providers under the ARP.
- **January 2017** – Board of Trustees delegated authority for the administration of retirement plans to the Senior Vice President of Talent, Culture, and Human Resources (SVP of HR).
- **May 2017** – Retirement Oversight Committee (ROC) was formed to review and recommend enhancements to the SVP of HR.
- **Fall 2017** – Four-year public universities in Ohio reviewed retirement plan best practices; Ohio State contracted with Aon to evaluate its university-sponsored retirement plans.
- **2017-2018** – Conducted a thorough review of the retirement plans and the ROC's recommendations were approved by the SVP of HR in October 2018.
- **2019 - 2020** – Negotiate contracts, amend plan documents, and transition implementation.
- **January 2021** – New enhancements to “go-live.”



Retirement Redesign – Enhancement Overview

- Reduce the number of ongoing providers to five; nine existing providers to be frozen – no new contributions, transfers, or rollovers permitted
 - Makes it easier for employees to evaluate and select a provider.
 - Allows Ohio State to evaluate the ongoing providers and their services.
- New investment options based upon how involved the participant wants to be in managing their investments
 - Faculty / staff select options from three investment “tiers” designed to meet different levels of knowledge and preferences for engagement.
 - Leverage economies of scale to lower investment costs paid by participants.
- New transparent and equitable administrative fee structure.
- Master Recordkeeper (default provider) to help manage enrollment and compliance.



Retirement Redesign – Ongoing Providers

- Legislative changes will be implemented:

ARP		403(b)		457(b)		Executive Plans	
Current	Future	Current	Future	Current	Future	Current	Future
8	4	12	4	5	3	2	2

ARP		403(b)		457(b)		Executive Plans	
AIG Retirement Services	Fidelity Investments TIAA	AIG Retirement Services	Fidelity Investments TIAA	Fidelity Investments (NEW)	Ohio Deferred Compensation	Fidelity Investments TIAA	Fidelity Investments TIAA
Fidelity Investments TIAA	VOYA	Fidelity Investments TIAA	VOYA	Ohio Deferred Compensation	TIAA		

- The majority of employees will not be impacted:

Percentage Already Contributing to an Ongoing Provider		
ARP	403(b)	457(b)
93%	76%	78%
		Executive Plans
		100%



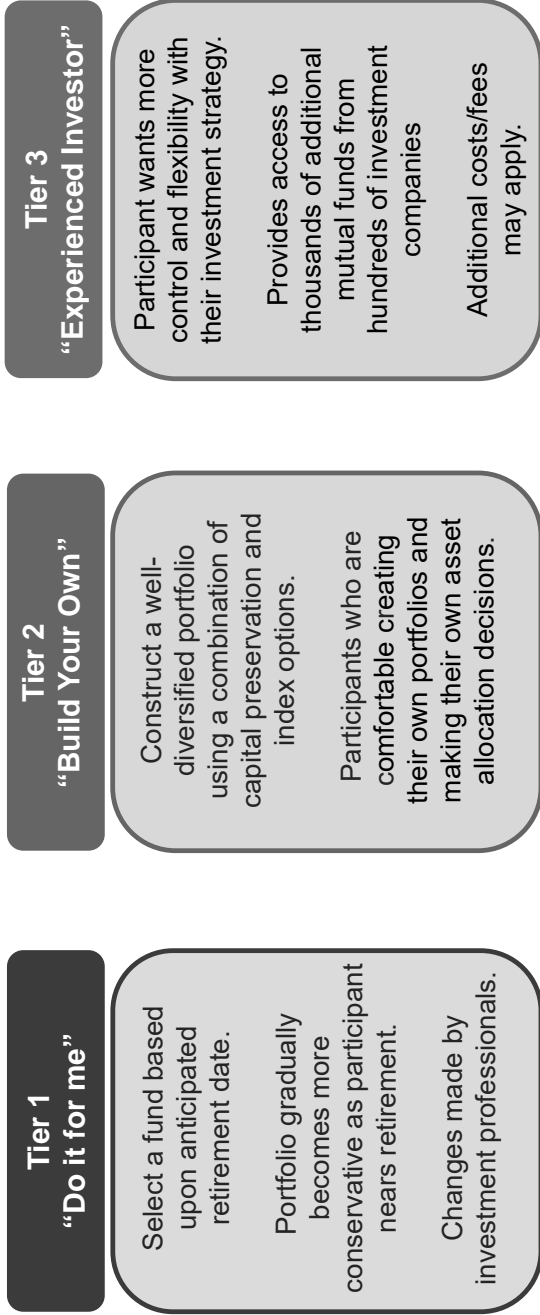
Retirement Redesign – Administrative Fees

- Effective January 4, 2021, administrative recordkeeping fees are being removed from the plans' investments and will be paid through a flat annual fee, divided into quarterly payments.
 - Fee amounts will vary by provider and by plan.
- Advantages:
 - Improves fee transparency and equitability.
 - Lowers administrative fees for the majority through rigorous negotiations.
 - Recordkeeping costs will remain capped as participants' retirement accounts grow.



Retirement Redesign-New Tiered Investment Lineup

- Categorizes investments in a manner that guides participants through their choices.



Note: Employees may participate in more than one tier; investments in Tier 1 and Tier 2 will be regularly monitored by the ROC for their ongoing viability



Retirement Redesign – Key Decisions

Key Decisions and Next Steps		
Future Provider Election (after January 4, 2021) Take no action and continue contributions to ongoing provider and/or be automatically enrolled (defaulted) to Fidelity; <u>OR</u> Select a new ongoing provider	Future Investment Election (after January 4, 2021) Take no action and be automatically enrolled (defaulted) to a Vanguard Target Retirement Date Fund based on age; <u>OR</u> Select new investments from the new tiered investment lineup (tier 1, 2, 3)	Existing Account Balance (after January 4, 2021) Keep the legacy account balance with the existing provider; <u>OR</u> Move the legacy account balance to an ongoing provider and the new tiered investment lineup (tier 1, 2, 3)



Retirement Redesign – Available Resources

- A variety of resources are available for participants:



Decision Toolkit

Detailed guide from OHR was mailed to the home of all affected current and former employees

Websites

Live and Pre-recorded Webinars

1:1 Consultations

- **Deadline: January 4, 2021** for provider and investment changes to be in place for the January payroll or be automatically defaulted.
- Additional resources and communication materials are also available from the ongoing providers.
- HR is communicating through broad and targeted internal channels.

Attachment XXVI

Human Resources Summary Report

Talent, Compensation and Governance Committee

November 2020

The Ohio State University Human Resources prepares this summary report as an overview of key activities and updates specific to the HR Strategic Plan and related HR Transformation initiatives that are currently underway. The strategic priority areas of focus in the HR Strategic Plan include:

- HR Excellence
- Talent Management
- Total Rewards

Each of these pillars are supported by the core foundational elements that are key to the implementation of the plan, which are:

- Change Management
- Communication
- Compliance/Management of Risk
- Culture
- Diversity & Inclusion

As we continue to strive to operate as one HR discipline university-wide, the content outlined encompasses HR efforts across all campus locations, inclusive of the Wexner Medical Center.

Additionally, data and metrics with current analytics, specific to the workforce demographics of the university have been recently updated.

I appreciate your continued support of our transformative HR journey.

On behalf of the HR Leadership Team,



Susan Basso
SVP, Talent, Culture & Human Resources



THE OHIO STATE UNIVERSITY
HUMAN RESOURCES



HR.OSU.EDU

1590 N. High Street, Suite 300 | Columbus, OH 43201 | 614-292-1050

HR Transformation at Ohio State

In alignment with the 2018-2023 HR Strategic Plan
focused on three strategic pillars, and a strong foundational culture



Talent Management

Recruit, retain and develop the most talented and high-quality faculty, staff, and physicians.

Talent & Culture Strategy

A new virtual employee orientation was introduced on November 9, 2020, to create a unified first day experience for staff across our five campus locations, Ohio State Wexner Medical Center and sites across the state.

As we introduce employees to the culture of Ohio State, all newly hired staff will attend a virtual orientation on their first day, which will occur every other Monday, which began on November 9. Faculty will still attend the orientation delivered by the Office of Academic Affairs (OAA).

The Staff orientation will focus on sharing our Buckeye pride and inspiring new employees to value how we consistently work together to build our legacy through collaboration, a strong sense of community and an unwavering commitment to excellence.

This two-and-a-half-hour Monday morning Zoom session will provide staff an opportunity to:

- learn more about Ohio State's culture
- hear from our leaders
- participate in a panel discussion with current employees with the opportunity to ask questions
- meet and have conversations with other new employees during various break out sessions
- participate in diversity and inclusion conversations
- learn how to find resources related to compliance requirements, benefits and retirement offerings, parking, wayfinding, technology, eLearnings and safety

Prior to their start dates, new employees will receive information on how to join the virtual orientation, as well as a newly developed New Employee Essentials Guide to help them navigate their first 30 days of employment at Ohio State.

The first virtual orientation for campus employees will be on Monday, Nov. 9 to align with the implementation of common start dates for staff every other Monday with all new employees across the university and medical center starting and attending orientation on the same day.



HR Excellence

Improve the employee experience through transformed HR core processes that deliver strategic HR services and transactional accuracy and efficiency.

Workday

Ohio State's Workday implementation is on track to go live in early January 2021. Workday HR and Payroll will go live on January 3, 2021. Workday Finance and Supply Chain will go live on January 7, 2021.

Workday training is now underway. Instructor-led training courses began on September 14, with 490 training courses completed during the first week. The project team supported campus senior business officers and medical center leaders in assigning and communicating Workday security roles and training assignments. Security roles determine what type of information individuals can access in Workday, better ensuring the security of Ohio State's institutional data.

All employees across campus and the medical center received a direct email about Workday on September 29. This communication is the first of six emails that will be sent leading up through the first week of January. The purpose of these messages is to help build awareness, provide access to training resources, and reinforce avenues for post-implementation support.

In lieu of traditional training, Ohio State leaders will participate in a Workday onboarding session. This specialized approach will allow leaders to learn about Workday and ask questions unique to their responsibilities.

Onboarding sessions will be conducted either individually or in groups depending on the leader's role. These sessions will be held in November and December, led by Ohio State staff. Additionally, there will be Workday onboarding sessions designed for administrative assistant roles to support leaders.

Lastly, the project team is focused on a "dress rehearsal" of moving to Workday. Practicing the deployment schedule and tasks as if it were the actual launch will help ensure a smoother transition. This rehearsal involves windows of 24/7 execution by the project team, and daily status updates are being shared with key leaders.

HR Service Delivery

On Monday, September 21st, we marked a major milestone in our HR Transformation journey with the launch of HR Connection, Ohio State's Shared Services operation, as well as all of the new HR and payroll teams defined as part of the HR Service Delivery project.

We are also using ServiceNow, the case management tool that went live in July 2019, to track Service Level Commitments and other case metrics and user feedback through surveys. Our teams are steadily handling over 200 calls per day.

As of October 12th, 85% of our resources have transitioned into their future roles within the HR Service Delivery Model. The staff yet to transition continues to support existing college and unit operational items that remain in place until Workday go-live.

We will continue to work with managers to support the individual transitions. We expect several resources, primarily within the Payroll team, to be able to transition with a key portion of hiring work as of October 26th.

HRSD Transition Dashboard (as of 10/12)		
Summary by HRSD Team		
HRSD Team	Average of Transition Status	Summary
SHRBP/HRBP/HRC	96%	
Total Rewards	93%	
HR Connection - Total Rewards	92%	
Employee and Labor Relations	86%	
Service Enablement	83%	
Talent Excellence	80%	
HR Connection - Talent Services	79%	
HR Connection - Customer Solutions	78%	Recruitment in progress for open positions
Payroll	63%	Key work activities to transition 10/26
Overall Transition Average	85%	

As we look at our operations and begin continuous improvement activities, we recently announced that Katie Hall rejoined Human Resources in October as the interim AVP of Shared Services. Katie has been with the university since 2000 and most recently served as the Chief of Staff in the Office of the President. She commands the respect and admiration of colleagues far and wide for her intelligence, ability to manage complex situations with a steady hand, and exemplary personal and professional integrity.

Prior to her role in the President's Office, Katie held roles within Talent Strategy in HR. We appreciate that her talents and experience will continue to be in service at Ohio State.



Total Rewards

Ensure competitive Total Rewards while balancing fiscal responsibility.

Career Roadmap

Ohio State's Career Roadmap will be a new approach for hiring, managing, and developing staff. The scope of Career Roadmap focuses on 33,000 staff positions across the medical center, main campus, and regional campuses. Not included are physicians, faculty, executives, athletic coaches, student employees or bargaining units.

Implementing Career Roadmap will bring visible career paths, market relevance, common language and regulatory compliance to Ohio State's job catalog and compensation structure. The university's current system relies on out-of-date job classification and pay structures — providing poor visibility to the market position of base pay. Career Roadmap will help attract and retain the Ohio State workforce of the future.

The pay ranges in the catalog will be reviewed annually, informed by industry-leading market research, and updated as appropriate. Standardized pay ranges and job functions will foster equity across colleges and units. Decisions by senior leaders on pay impacts include:

- Employees paid above the new ranges will be eligible for lump sum merit increases.
- Employees paid below the new ranges will be brought into the new ranges over time through promotions, adjustments, merit increases and turnover.

It has become clear, as we check for consistency, that some positions are mapped higher than they should be. Unit leaders and HR business partners have been requested to revise mapping and better align to pay ranges, where appropriate. Ensuring appropriate and consistent mapping will **significantly** reduce the amount needed to move employees within the new salary ranges and result in fewer positions paid below range minimums.

To allow for a thorough review considering business conditions, unit leaders have requested an extended timeframe to complete this work before engaging supervisors.

Once unit leaders make adjustments, supervisors will be able to review the mapping of their direct reports. Supervisor engagement is critical, so they are prepared to lead their teams during the employee review process.

We expect interest, anxiety, and concern across the organization as the new pay ranges, new titles and FSLA changes are shared more broadly. We appreciate the Board's commitment to this initiative and its support of these changes as a university strategy.

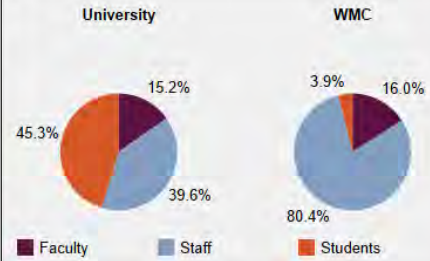
Quarterly Summary of Employee Headcount

Total University, September 2020

(Excludes intermittent employees, unpaid employees and student employees unless otherwise noted)

Headcount* by Employee Type and University/WMC

	University	WMC	Grand Total
Faculty	4,219	3,450	7,636
Staff	10,976	17,301	28,275
Students	12,539	841	13,319
Grand Total	27,699	21,510	49,112



Headcount* by Employee Group

Tenure Track Faculty	2,825	8.3%
Clinical Track Faculty	1,967	5.6%
Research Track Faculty	107	0.3%
Associated Faculty	2,737	6.3%
Unclassified	23,159	64.8%
CCS	5,116	14.7%
Grand Total	35,793	

Headcount* by Reg/Temp/Term

Regular	32,149
Temporary	562
Term	3,193
Grand Total	35,793

Headcount by Full-Time

Full-Time = 100%

Full-Time	27,718	77.4%
Part-Time	8,075	22.6%
Grand Total	35,793	

Headcount by Gender

Female	22,468
Male	13,325
Grand Total	35,793

Headcount by Race/Ethnicity

Am. Indian	52	0.1%
Asian	2,706	7.6%
Black	3,703	10.3%
Hawaiian	22	0.1%
Hispanic	1,102	3.1%
Two or More Rac..	688	1.9%
Undisclsd	1,528	4.3%
White	25,992	72.6%
Grand Total	35,793	

Headcount by Age

<Thirty	6,987	19.5%
Thirties	10,540	29.4%
Forties	7,911	22.1%
Fifties	6,540	18.3%
Sixties	3,370	9.4%
Seventy+	445	1.2%
Grand Total	35,793	

* Headcount may be double counted across multiple categories where multiple appointments exist. The Grand Totals still reflect unique individuals but counts in the chart may add up to more than the Grand Total shown.

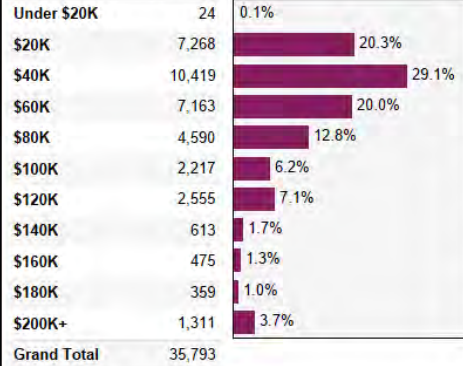
Quarterly Summary of Employee Headcount

Total University, September 2020

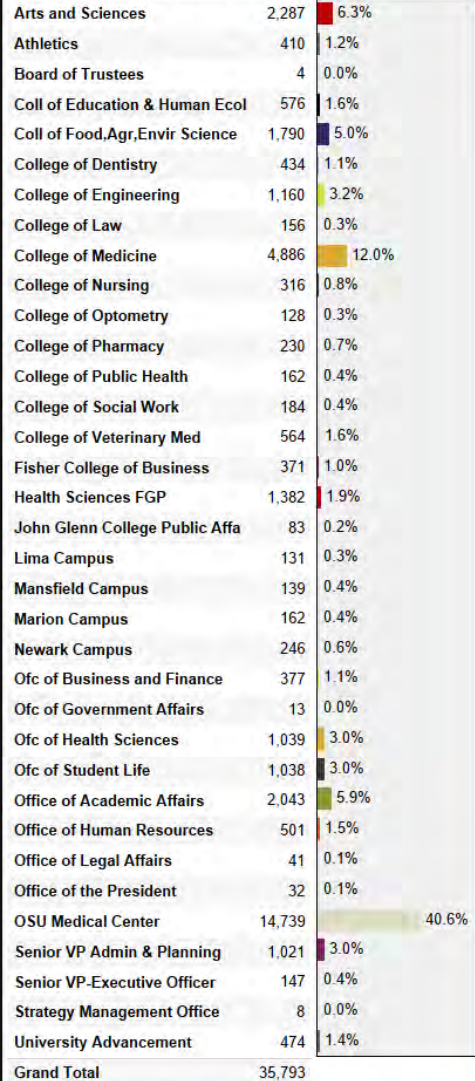
(Excludes intermittent employees, unpaid employees and student employees unless otherwise noted)

Headcount by Pay Band

Based on full-time rates

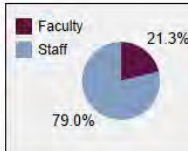


Headcount* by VP College

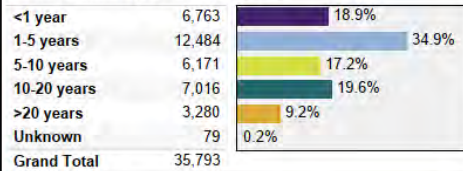


Headcount* by Faculty/Staff

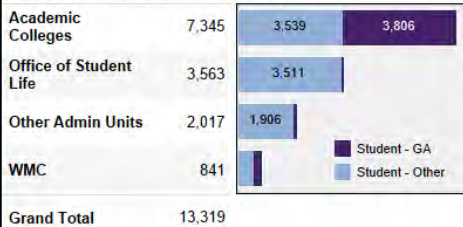
Faculty	7,636
Staff	28,275
Grand Total	35,793



Headcount* by Years of Service



Headcount* of Student Employees



* Headcount may be double counted across multiple categories where multiple appointments exist. The Grand Totals still reflect unique individuals but counts in the chart may add up to more than the Grand Total shown.



Board of Trustees

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APPENDIX XXVIII

SUMMARY OF ACTIONS TAKEN

November 18, 2020 – Academic Affairs, Student Life & Research Committee Meeting

Voting Members Present by Zoom Virtual Meeting:

Brent R. Porteus
Cheryl L. Krueger
Abigail S. Wexner
Alan A. Stockmeister

Elizabeth P. Kessler
Jeff M.S. Kaplan
Anand Shah
Susan V. Olesik

Gary R. Heminger (ex officio)

Members Absent:

Hiroyuki Fujita

PUBLIC SESSION

The Academic Affairs, Student Life & Research Committee of The Ohio State University Board of Trustees convened on Wednesday, November 18, 2020, virtually over Zoom. Committee Chair Brent Porteus called the meeting to order at 3:30 p.m.

Items for Discussion

1. **Provost's Report:** During his report, Dr. Bruce McPheron provided an update on the first overhaul of our core General Education curriculum in 30 years. He reported that this process is now in the implementation phase. This new curriculum structure will provide students with a strong educational grounding and more flexibility to pursue second majors, minors and electives. The new structure also reflects Ohio State's motto of Education for Citizenship. Dr. McPheron described the curriculum development process as "faculty-led" with more than 1,000 faculty having weighed in throughout the process. The curriculum is comprised of three parts – foundation courses; courses in thematic areas, such as sustainability or health and well-being; and bookend courses at the beginning and end of the program.

(See Attachment XXVII for background information, page 626)

2. **University Task Force on Safety and Well-Being:** Dr. Melissa Shivers with Student Life and Jay Kasey with Administration & Planning shared a report from the University Task Force on Community Safety and Well-Being, which they co-chaired. The task force was formed after the death of a student, Chase Meola, in an off-campus incident. This group was charged with facilitating a comprehensive analysis of the challenges, opportunities, successes and gaps related to the safety and well-being of on- and off-campus students and community members. The goal was to review the safety issues on and around campus in order to make recommendations for improvement, and to identify tactics that will minimize violence, crime and high-risk activities and behaviors. It was specified that the task force's approach should be anchored in principles that reinforce partnership, well-being, community-building and outcomes-based results. The task force made a variety of recommendations related to three themes – safety awareness and education; enhanced security measures; and outreach and engagement efforts. Some of these recommendations included the development of a comprehensive educational campaign that focuses on risk-reduction efforts as well as the many campus-wide safety resources and programs; increasing the number of cameras and improving lighting in off-campus areas; and expanding the Off-Campus Housing Excellence Program to further engage landlords in providing safe living environments.

(See Attachment XXVIII for background information, page 628)



Items for Discussion (continued)

3. A Safe and Healthy Campus: Lessons and Looking Ahead: Dr. McPheron, Dr. Shivers and Dr. Morley Stone, SVP for Research, shared an update on the university's response to COVID-19, as well as the lessons learned and advances that will be applied to spring semester. To provide more context around the university's approach to COVID-19 testing, contact tracing and monitoring, they were joined by Dr. Peter Mohler, chief scientific officer for the Wexner Medical Center, and Dean Amy Fairchild from the College of Public Health. This group discussed the function of the COVID-19 Implementation Response Team and the Comprehensive Monitoring Team, and how the central focus of their approach has been on student, staff and faculty health and safety. Approximately 70% of undergraduate students still had an in-person component to their classes during autumn semester, ensuring that they had an opportunity to interact with instructors. Meanwhile, the university retained its focus on reinforcing certain behaviors, such as hand washing, mask wearing and physical distancing.
4. Academic Affairs, Student Life & Research Scorecard: The scorecard reflects updates for metrics involving the new freshman class, student academic success and research progress. No metrics are currently marked as red (below goal).
(See Attachment XXIX for background information, page 629)

Items for Action

5. Approval of Minutes: No changes were requested to the August 2020 committee meeting minutes; therefore, a formal vote was not required, and the minutes were considered approved.
6. Resolution No. 2021-45, Approval to Establish a Clinical/Teaching/Practice Faculty Appointment Type in the College of Arts and Sciences

Synopsis: Approval to allow the College of Arts and Sciences to establish a clinical/teaching/practice faculty appointment type is proposed.

WHEREAS Faculty Rule 3335-7 establishes that colleges may establish a clinical/teaching/practice faculty appointment type for non-tenure track teacher/practitioners who are primarily engaged in teaching activities; and

WHEREAS the College of Arts and Sciences has requested the establishment of this faculty appointment type in order to:

- provide graduate and undergraduate students more access to high-quality instruction in appropriate college courses; and
- place the college among aspirational peers, many of which incorporate dedicated teaching faculty into their educational programs – including curriculum development and delivery and student advising; and
- provide a career path for its best non-tenure-track teachers that enhances the college's ability to attract and retain the most qualified individuals for these positions; and

WHEREAS the University Senate approved the proposal on September 14, 2020:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the establishment of a clinical/teaching/practice faculty appointment type in the College of Arts and Sciences.



Items for Action (continued)

7. Resolution No. 2021-46, Approval Rename the Master of Education in Agricultural and Extension Education Degree Program to Master of Education in Agriscience

Synopsis: Approval to rename the Master of Education in Agricultural and Extension Education degree program in the Department of Agricultural Communication, Education and Leadership (College of Food, Agricultural, and Environmental Sciences) to Master of Education in Agriscience, is proposed.

WHEREAS the Master of Education in Agricultural and Extension Education is a licensure program for students who possess a bachelor's degree in agriculture and would like to become certified to teach agriscience education; and

WHEREAS the Department of Agricultural Communication, Education and Leadership has proposed to rename the program to the Master of Education in Agriscience; and

WHEREAS the proposed name will directly align the master's degree program with the undergraduate degree title that leads to licensure, and

WHEREAS the proposed name is more recognizable to prospective employers; and

WHEREAS the University Senate approved the proposal on Sept. 14, 2020:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the renaming of the Master of Education in Agricultural and Extension Education degree program to Master of Education in Agriscience.

8. Resolution No: 2021-47, Approval to Rename the Department of Theatre to the Department of Theatre, Film, and Media Arts

Synopsis: Approval to change the name of the Department of Theatre (College of Arts and Sciences) to the Department of Theatre, Film, and Media Arts, is proposed.

WHEREAS the College of Arts and Sciences currently has offerings in the Department of Theatre, the Film Studies program and the Moving-Image Production major; and

WHEREAS the college intends to bring these interdisciplinary programs together in one department, creating an urgently needed artistic community for our students and faculty; and

WHEREAS these interdisciplinary programs share many related methods and concerns, and it is increasingly clear that segregating live and mediated performance both administratively and pedagogically leads to redundancies that could be effectively eliminated through such a union; and

WHEREAS the college proposes to rename the Department of Theatre to the Department of Theatre, Film, and Media Arts, a name aligned with names of academic departments at leading peer and aspirational peer institutions; and

WHEREAS the University Senate approved this proposal on October 22, 2020:



Items for Action (continued)

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the name change of the Department of Theatre to the Department of Theatre, Film, and Media Arts.

9. Resolution No: 2021-48, Approval to Rename the Department of Ophthalmology and Vision Science to the Department of Ophthalmology and Vision Sciences

Synopsis: Approval to change the name of the of the Department of Ophthalmology and Vision Science (College of Medicine) to the Department of Ophthalmology and Vision Sciences, is proposed.

WHEREAS the Department of Ophthalmology and Vision Science consists of eight subspecialty practices – Comprehensive, Cornea and Anterior Segment, Specialty Contact Lenses, Retina, Uveitis, Glaucoma, Neuro-Ophthalmology and Oculoplastics; and

WHEREAS the College of Medicine is proposing to change the department's name to the Department of Ophthalmology and Vision Sciences to reflect the many research programs and collaborations with other departments; and

WHEREAS the University Senate approved this proposal on October 22, 2020:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves changing the name of the Department of Ophthalmology and Vision Science to the Department of Ophthalmology and Vision Sciences.

10. Resolution No: 2021-49, Faculty Personnel Actions

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 27, 2020, meeting of the board, including the following appointments, appointments/reappointments of chairpersons, faculty professional leaves and emeritus titles

Appointments

Name: GEORGIOS ANAGNOSTOU
Title: Professor (Miltiadis Marinakis Endowed Professorship of Modern Greek Language and Culture)
College: Arts and Sciences
Term: August 15, 2020 through June 30, 2025

Name: *CAROL R. BRADFORD
Title: Professor and Dean (Leslie H. and Abigail S. Wexner Dean's Chair in Medicine)
College: Medicine
Term: October 1, 2020 through September 30, 2025



Items for Action (continued)

Name: DIANE M. DAGEFOERDE
Title: Interim Chief Information Officer
Office: Chief Information Officer
Term: October 3, 2020 through April 2, 2021

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

Name: TREVON LOGAN
Title: Interim Dean, Social and Behavioral Sciences
College: Arts and Sciences
Term: October 1, 2020 through December 31, 2020

Name: JACQUELINE K. WILKINS
Title: Associate Dean and Director, OSU Extension
College: Food, Agricultural, and Environmental Sciences
Term: November 1, 2020 through June 30, 2024

*New Hire

Reappointments

Name: JOHN D. BARTLETT
Title: Professor (George C. Paffenbarger Alumni Chair in Dental Research)
College: Dentistry
Term: November 1, 2020 through October 31, 2025

Name: BRAD J. BUSHMAN
Title: Professor (Margaret Hall and Robert Randall Rinehart Chair)
College: Arts and Sciences
Term: September 1, 2020 through August 31, 2021

Name: JENNIFER CROCKER
Title: Professor (Ohio Eminent Scholar in Social Psychology)
College: Arts and Sciences
Term: October 1, 2020 through June 30, 2025

Name: MICHAEL J. EARLEY
Title: Professor-Clinical (Vision Service Plan (VSP) Chair for the Advancement of Professional Practice)
College: Optometry
Term: September 1, 2018 through August 31, 2023

Name: DAMON E. JAGGARS
Title: Vice Provost and Dean
Office: University Libraries
Term: January 1, 2021 through June 30, 2025



Items for Action (continued)

Name: NORMAN F. JOHNSON
Title: Professor (Martha N. and John C. Moser Chair in Arthropod Biosystematics and Biological Diversity)
College: Arts and Sciences
Term: September 1, 2020 through August 31, 2023

Name: ANI L. KATCHOVA
Title: Associate Professor (Farm Income Enhancement Endowed Chair in Agricultural Policy, Trade and Marketing)
College: Food, Agricultural, and Environmental Sciences
Term: January 1, 2020 through December 31, 2024

Name: BODO E. KNUDSEN
Title: Associate Professor (Henry A. Wise II, MD, Endowed Chair in Urology)
College: Medicine
Term: July 1, 2020 through June 30, 2024

Name: ANIL K. MAKHIJA
Title: Professor and Dean (John W. Berry, Sr. Chair in Business)
College: Fisher College of Business
Term: October 1, 2020 through June 30, 2024

Name: RUSTIN M. MOORE
Title: Dean
College: Veterinary Medicine
Term: January 1, 2021 through June 30, 2025

Name: RITA H. PICKLER
Title: Professor (FloAnn Sours Easton Endowed Professorship in Child and Adolescent Health)
College: Nursing
Term: October 1, 2020 through September 30, 2025

Name: ALEXANDER E. WENDT
Title: Professor (Ralph D. Mershon Professorship in National Security Studies)
College: Arts and Sciences
Term: July 1, 2019 through June 30, 2023

(See Appendix XXXII for background information, page 798)



Items for Action (continued)

11. Resolution No: 2021-50, Degrees and Certificates

Synopsis: Approval of Degrees and Certificates for autumn term 2020, is proposed.

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

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

WHEREAS the Fisher College of Business has recommended that Chase Meola be awarded a Bachelor of Science in Business Administration degree, posthumously:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the degrees and certificates to be conferred on December 13, 2020, to those persons who have completed the requirements for their respective degrees and certificates and are recommended by the colleges and schools; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves that Chase Meola be awarded a Bachelor of Science in Business Administration degree, posthumously.

(See Appendix XXXIII for background information, page 801)

Action: Upon the motion of Mr. Porteus, seconded by Mr. Kaplan, the board adopted the foregoing motions by unanimous voice vote with the following members present and voting: Mr. Porteus, Ms. Krueger, Mrs. Wexner, Mr. Stockmeister, Ms. Kessler, Mr. Kaplan, Mr. Shah, Dr. Olesik and Mr. Heminger.

EXECUTIVE SESSION

It was moved by Mr. Porteus, and seconded by Dr. Olesik, that the board recess into executive session to discuss business-sensitive trade secrets and student conduct matters required to be kept confidential by federal and state statutes, and to discuss personnel matters regarding the employment, dismissal or discipline of public employees.

A roll call vote was taken and the board voted to go into executive session, with the following members present and voting: Mr. Porteus, Ms. Krueger, Mrs. Wexner, Mr. Stockmeister, Ms. Kessler, Mr. Kaplan, Mr. Shah, Dr. Olesik and Mr. Heminger.

The board entered executive session at 4:58 p.m. and the board meeting adjourned at 5:28 p.m.

RE-ENVISIONING GENERAL EDUCATION

AT THE OHIO STATE UNIVERSITY

November 2020

Review
2017 — 2018

Restructure
2018-2019

Implement
2020-2021

Launch
2021-2022

UPDATE

The university has officially moved to the implementation stage of new General Education curriculum, the first overhaul in 30 years, after the Council of Academic Affairs unanimously approved the implementation plan on Oct. 21, 2020. Prior to that vote, 11 of the 12 undergraduate-serving colleges endorsed the plan. (The College of Food, Agricultural, and Environmental Sciences did not endorse the implementation plan. CFAES was generally positive about the plan but had concerns about the level of staffing needed to implement it.)

The structure of the new GE (see reverse side) includes three parts: foundation courses, courses in thematic areas, and “bookend” courses at the beginning and end of the program. The foundation courses are to be ready for autumn semester 2021. The theme courses and bookends will launch autumn semester 2022.

For more information, visit oaa.osu.edu/general-education

Undergraduate-serving colleges

- Arts and Sciences
- Fisher College of Business
- Dentistry
- Engineering
- Education and Human Ecology
- Food, Agricultural, and Envir. Sci.
- Pharmacy
- Medicine
- Glenn College of Pub. Affairs
- Nursing
- Public Health
- Social Work

CURRENT EFFORTS

Implementation formally began Oct. 26. The University Level Advisory Committee on the General Education (ULAC-GE), a subcommittee of the Council on Academic Affairs, will manage implementation. In addition to reviewing and refining the ongoing infrastructure efforts, ULAC-GE will have several priorities:

Initiate identification of additional themes

Faculty will have the opportunity to create new themes to join the initial four.

Develop existing themes

Convene faculty experts in the four existing themes to support the development and approval of courses.

Define embedded literacies and integrative courses

Set out the processes for designating courses with embedded literacies — those with enriched content in writing, technology and data analysis — and four-credit integrative courses within the themes.

Simultaneously, college curricular deans will be working to identify existing GE courses to transition to the new-structure as foundation courses.

curriculum.osu.edu

The online course submission portal now includes the GE categories and structures to aid when units begin to update their course offerings.

Degree audit

The Office of the University Registrar is adjusting the degree audit system to include the new GE requirements, so that students and advisors can ensure they are fulfilling all requirements to graduate.

ePortfolio

The Office of Distance Education and E-Learning is conducting vendor demos of software platforms that students can use to collect their work and look back on their personal growth in the GE's final element, the Reflection Seminar.

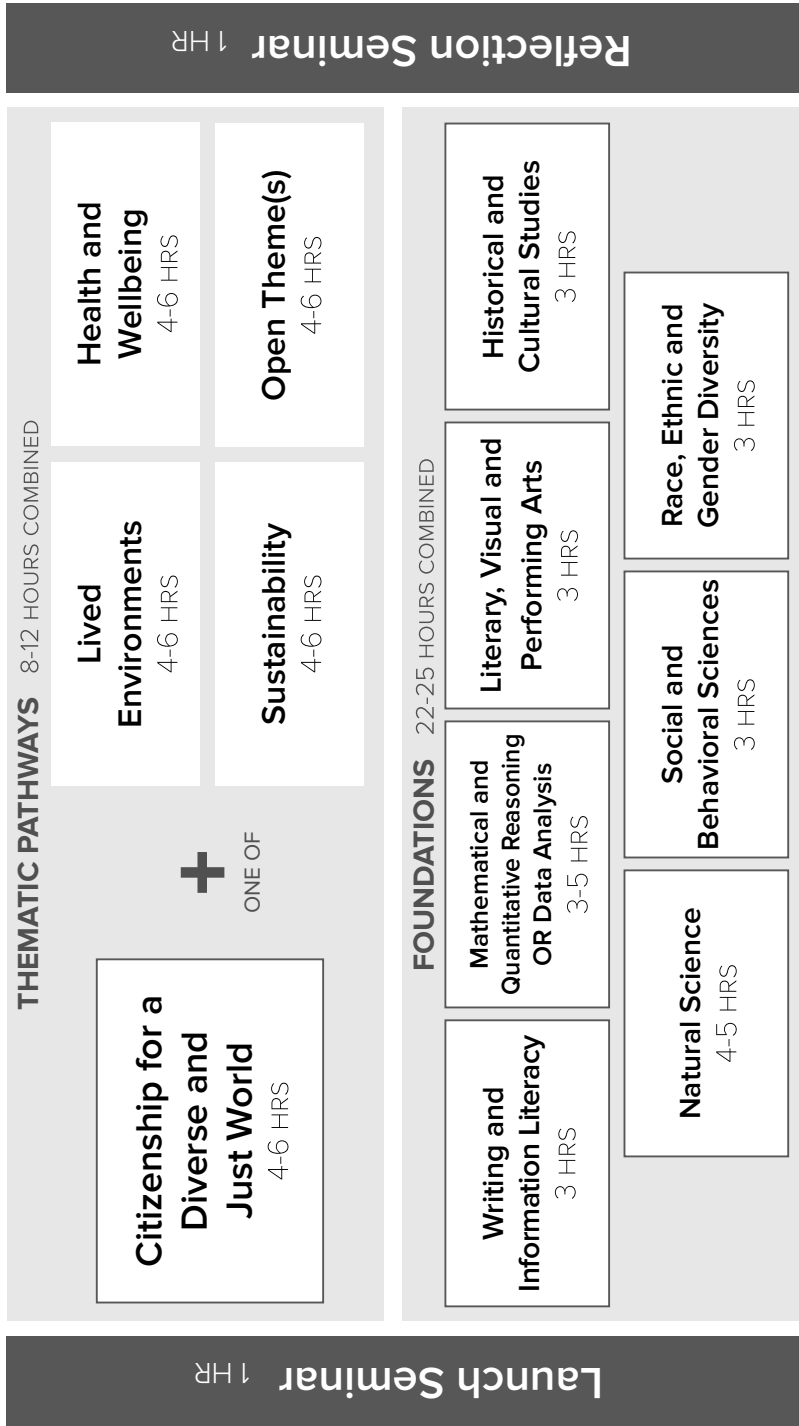
Integrative courses

A team of faculty and staff is preparing criteria for new courses in the themes that utilize high-impact practices such as service-learning. Each four-credit course will satisfy GE requirements that otherwise would require two three-credit courses.



THE OHIO STATE UNIVERSITY

THE OHIO STATE UNIVERSITY
GENERAL EDUCATION PROGRAM STRUCTURE
 32-39 HOURS TOTAL



WORLD LANGUAGES 0-12 HOURS (COLLEGE OF ARTS AND SCIENCES ONLY)



THE OHIO STATE UNIVERSITY

Attachment XXVIII



Task Force on Ohio State Community Safety and Well-Being

Charge: The task force will facilitate a comprehensive analysis of the challenges, opportunities, successes and gaps related to safety of campus community members. The analysis will include the review of on-campus and university district crime statistics and current crime prevention and education resources.

The group will make recommendations to improve communication, engagement and support of residents on campus and in the near-campus neighborhoods. Recommendations should focus on resources that are most important to tangibly improving safety, sense of belonging and community confidence among those engaging in the area. The task force is challenged to identify tactics that minimize violence, crime and high-risk activities and behaviors.

The group's approach should be anchored in principles that reinforce partnership, well-being, community-building and outcomes-based results.

Membership: The task force is made up of representation from among the following groups:

- Ohio State students, parents, administrators, faculty and staff
- University District Organization
- Public health professionals
- Law enforcement professionals
- Mayor of Columbus' office
- Ohio State Student Legal Services

The task force has 27 members. Please see the task force [webpage](#) more information.

November 18-19, 2020, Board of Trustees Meetings

The Ohio State University
Board of Trustees Academic Affairs, Research and Student Life Scorecard
November 2020

Attachment XXIX



Measurement		2017-18	2018-19	2019-20	2020-21	Status	2020-21 Target	
Teaching and Learning	Percentage of faculty who have completed Teaching Practices Inventory	Launched in 2019	74.9%	82.7%*	N/A (Expected of new UG teaching faculty)	■	N/A	
	Percentage of faculty who have completed Teaching@OhioState modules/UJTL Reading List	Launched in 2019	47.2%	69.0%*	N/A (Expected of new UG teaching faculty)	■	N/A	
	WSJ / THE Student Engagement Survey Public University Rank	16th	20th	11th	15th	▼	Maintain Top 10	
Access and Affordability	Percent of NYFS Pell recipients	Columbus	16.9%	16.4%	18.2%	16.4%	▼	18.5%
		Regional	38.5%	36.5%	34.8%	30.8%	▼	N/A
	Percentage of Pell recipients with 100% tuition and mandatory fees met (Ohio residents)	Columbus	78.0%	96.0%	96.0%	Available Mid-Oct 2021	▲	95.0%
		Regional	50.0%	60.0%	84.0%	Available Mid-Oct 2021	▲	65.0%
	Total institutional aid awarded to students (Columbus)	Non-Need-based	\$74.7M	\$77.6M	\$78.5M	\$71.7M	▼	N/A
		Need-based	\$114.0M	\$121.0M	\$127.8M	\$132.2M	▼	N/A
Percentage of UG students graduating with no debt		48%	50%	53%	Available Mid-Oct 2021	▲	50%	
Average student debt for UG graduating cohorts who borrowed		\$27,453	\$27,242	\$27,133	Available Mid-Oct 2021	▼	N/A	
No. of Columbus campus students who changed from Ohio State regional campuses or transferred from Ohio community and technical colleges		2,337	2,327	2,370	2,347	▼	N/A	
Student Experience and Success	First year retention rates	Columbus	94.2%	94.5%	94.1%	93.9%	▼	94.6%
		Regional	67.7%	70.5%	68.7%	74.5%	▲	71.0%
	Four/Six-year graduation rates (Columbus, Freshman Cohort)	Four-year	62.4%	64.6%	67.0%	68.7%	▲	65.0%
		Six-year	82.5%	83.5%	85.8%	87.0%	▲	85.0%
	Graduation rates for transfer students (to Columbus campus)	Four-year	68.0%	69.0%	68.7%	72.8%	▲	N/A
		Six-year	72.1%	72.7%	74.4%	74.6%	▲	N/A
	Six-year graduation rates by Pell status (Columbus)	Pell Recipients	74.4%	75.7%	78.3%	80.4%	▲	N/A
		Non-Pell Recipients	84.7%	85.3%	87.5%	88.3%	▲	N/A
	Degree completions (All Campuses)	Bachelors	11,349	11,478	12,096	Available Spring 2021	▲	N/A
		Masters	2,761	2,750	2,914	▲	N/A	
		Doctoral	855	886	867	▲	N/A	
		Professionals	807	802	863	▲	N/A	
	Total	15,772	15,916	16,740	▲	N/A		
Participation in undergraduate student activities		80.9%	80.2%	76.4%	▼	83%		
Sense of belonging score - graduate/professional students (4-point scale, 4 being the most positive)		3.03	3.06	3.01	Available February 2021	▼	3.20	
Graduating students' overall satisfaction with Ohio State experience	Columbus	91.1%	88.8%	89.5%	▲	91%		
	Regional	90.2%	90.3%	92.3%	▲	91%		
Graduating students who say Ohio State is a good investment	Columbus	75.2%	70.0%	72.2%	▲	75%		
	Regional	71.1%	76.0%	70.1%	▼	75%		
Research and Creative Expression Excellence and Faculty Success	Number of National Academy Members and other Prestigious Awards	289	297	311	314*	▲	300	
	Recruit and retain talent	Chaired Faculty	N/A	N/A	198*	226	▲	205
		Postdoctoral Scholars	642	595	659	628	▼	650
		Grad. Research Associates Funded on Grants	1,284 (64%)	1,295 (62%)	1,427 (64%)	1,501 (68%)	▲	1,489 (65%)
	Total R&D Expenditures/ US university rank - NSF HERD	Expenditures	\$875M	\$929M	\$968M	Available Fall 2021	▲	\$950M
		Ranking	25th (14th public)	Rank Available Winter 2021	Rank Available Fall 2021	▲	21st	
	Total industry-funded R&D Expenditures/ US university rank - NSF HERD	Expenditures	\$139M	\$158M	\$155M	Available Fall 2021	▼	\$165M
		Ranking	5th (2nd public)	Rank Available Winter 2021	Rank Available Fall 2021	▲	3rd	
	Total number of publications, citations and other creative expression indicators	Publications	21,671	22,895	23,407	Available October 2021	▲	23,150
		Citations	376,572	424,374	462,381	▲	433,000	
Performances and Exhibitions		In Progress	In Progress	In Progress	In Progress	▲	In Progress	
Technology Commercialization	Gross License Income	\$7,972,860	\$8,862,863	\$5,679,924	Available October 2021	▼	\$5,000,000	
	Start-ups	19	14	13	▼	15		
	Invention Disclosures	458	418	367*	▼	425		
Reputation and Strategic Position	USNWR, America's Best Colleges Rank (Publics)	17	17	17	Available September 2021	↔	In Progress	
	Number of Graduate & Professional Programs in Top 25	# of Programs	27	36	45	Available March 2021	▲	In Progress
		Program Enrollment	2,520	3,652	4,685	▲	50	
	Revenue Generation	\$13.7M	\$18.4M	\$28M	Available 2021	▲	\$35M	

Note: BOT Time and Change Scorecard Metrics are indicated by light blue shading in the table.

* Data with an asterisk (*) are most recent, year-to-date data.

- Meets or Exceeds Goal
- Caution
- Below Goal - Action Needed
- Data Pending for most recent year
- ▲ Performance Up from last Scorecard Update
- ◀ No Performance Change from last Scorecard Update
- ▼ Performance Down from last Scorecard Update
- Measure met; will be replaced with new metric



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APPENDIX XXIX

SUMMARY OF ACTIONS TAKEN

November 19, 2020 – Master Planning & Facilities Committee Meeting

Voting Members Present by Zoom Virtual Meeting:

Alexander R. Fischer
James D. Klingbeil

Brent R. Porteus
Robert H. Schottenstein

Gary R. Heminger (ex officio)

Members Absent:

Anand Shah

PUBLIC SESSION

The Master Planning & Facilities Committee of The Ohio State University Board of Trustees convened on Thursday, November 19, 2020, virtually over Zoom. Committee Chair Alex Fischer called the meeting to order at 8:00 a.m.

Items for Discussion

1. **Sustainability Goals Update and Ohio State Energy Partners Scorecard:** Jay Kasey, SVP of Administration & Planning, gave an update on the overall sustainability goals for the university, as well as the annual Resource Stewardship and OSEP scorecards. The Resource Stewardship scorecard tracks progress toward operational goals in the areas of carbon footprint, potable water consumption and waste diversion, along with others, while the OSEP scorecard tracks key metrics related to the Comprehensive Energy Management Program, including energy conservation measures, energy utilization and several reliability indicators.

(See Attachment XXX for background information, page 635)

2. **Physical Environment Scorecard:** Mr. Kasey shared this scorecard, which covered FY20 data through September 2020. The metrics coded red were: % Total Projects Completed on Time, All Parking Garage Peak Time Occupancy %, WMC Parking Garage Peak Time Occupancy % and Sum of Daily Temporary Parking Space Closures. One metric that had previously been red – CABS Riders – changed to green.

(See Attachment XXXI for background information, page 638)

3. **FY20 Capital Projects Annual Report:** Mark Conselyea, AVP for Facilities Operations and Development (FOD), shared an annual report that included summary data on projects approved by the Board of Trustees during FY20 (totaling \$638 million) and looked at key initiatives within FOD, such as construction cost estimating and renewal and deferred maintenance. Mr. Conselyea pointed out that at this time, we are managing more construction on campus than at any point in the university's history.

(See Attachment XXXII for background information, page 639)



Items for Discussion (continued)

4. Major Project Updates: Mr. Conselyea gave an update on the status of all projects over \$20 million. At the time of this report, we were watching two projects closely for schedule – Wooster’s new laboratory building and the Postle Partial Replacement. The Postle project was also being watched closely for budget. Three projects were listed as modified scope/paused due to the COVID-19 pandemic – Instructional Sciences Renewal and Deferred Maintenance (Mendenhall Lab and Howlett Hall), Arts District (Department of Theatre) and the Lacrosse Stadium.

(See Attachment XXXIII for background information, page 658)

5. Construction Cost Estimating: Mr. Conselyea continued with a discussion about the challenges FOD faces with the current methodology for construction cost estimating, the progress that has been made to evaluate alternative methods and also next steps.

(See Attachment XXXIV for background information, page 683)

6. Design Review: Dodd Garage: Keith Myers, VP for Planning, Architecture and Real Estate, presented the site, layout and early design concepts for a new Wexner Medical Center garage at the corner of Medical Center Drive and Old Cannon. When complete, the seven-story garage will include 1,100 parking spaces.

(See Attachment XXXV for background information, page 693)

Items for Action

7. Approval of Minutes: No changes were requested to the August 2020 committee meeting minutes; therefore, a formal vote was not required, and the minutes were considered approved.
8. Resolution No: 2021-60. Approval to Enter Into/Increase Professional Services and Construction Contracts

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

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

	Prof. Serv. Approval Requested	Construction Approval Requested	Total Requested	
Cannon Drive Relocation – Phase 2	\$2.2M	\$46.4M	\$48.6M	University Debt Auxiliary Funds Partner Funds
Ross – OPR/OR Expansion	\$1.0M	\$8.7M	\$9.7M	Auxiliary Funds

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



	Construction Approval Requested	Total Requested	
Energy Advancement and Innovation Center	\$31.5M	\$31.5M	Partner Funds
Ross – OPR/OR Expansion	\$164.2M	\$164.2M	Auxiliary Funds

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

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

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the President and/or Senior Vice President for Business and Finance be authorized to enter into/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 XXXV for background information, page 865)

Action: Upon the motion of Mr. Schottenstein, seconded by Mr. Klingbeil, the committee adopted the foregoing motion by majority voice vote with the following members present and voting: Mr. Klingbeil, Mr. Porteus, Mr. Schottenstein and Mr. Heminger. Mr. Fischer abstained.

9. Resolution No. 2021-61, Authorization for Increase to WOSU Final Improvements

14th Avenue and Pearl Street, Columbus, Ohio

Synopsis: Authorization to allow WOSU to fund final improvements at the 14th Avenue and Pearl Street location of their new studio is proposed.

WHEREAS Resolution 2019-64 authorized The Ohio State University to enter into a lease with Redstone Realty Company, LLC, a wholly owned subsidiary of Campus Partners for Community Urban Redevelopment, for the construction and occupancy of a four-story building to house new studios for WOSU; and

WHEREAS such Resolution contained a condition that the consideration paid by the university to Redstone Realty Company, LLC, pursuant to the lease agreement, including pre-paid rent and tenant improvements, would not exceed \$29,000,000, which such amount was based upon preliminary estimates; and

WHEREAS pursuant to such Resolution, the parties entered into such lease on May 28, 2019; and

WHEREAS through the design and construction process and taking into account both savings as well as additions to the project budget, WOSU has determined that an additional \$3,500,000 is required to complete the project, so as to include and accommodate: increased labor costs, site conditions, specialized construction assemblies unique to broadcast and production environments, selected technology and other improvements; and



Items for Action (continued)

WHEREAS the funds necessary to meet the university's obligations under the lease are being provided through WOSU:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby authorizes the President and/or Senior Vice President for Business and Finance to approve funding, under and pursuant to the lease between The Ohio State University and Redstone Realty Company, LLC, including for pre-paid rent and tenant improvements, in an amount not to exceed \$32,500,000, on such terms and conditions as deemed to be in the best interest of the university.

(See Appendix XXXVI for background information, page 870)

10. Resolution No. 2021-62, Approval for Purchase of Real Property

0.06+/- Acres on West 11th Avenue
in Columbus, Franklin County, Ohio

Synopsis: Authorization to purchase real property located at 75 West 11th Avenue, Columbus, Franklin County, Ohio, is proposed.

WHEREAS The Ohio State University ("University") seeks to purchase 0.06+/- acres of improved real property located at 75 West 11th Avenue, Columbus, Ohio, identified as Franklin County tax parcel 010-021413-00 ("Property"); and

WHEREAS the Property is strategically located on the university's main campus; and

WHEREAS the Property is contiguous on all sides to land owned by the State of Ohio; and

WHEREAS the obligation of the University to purchase the Property is subject to and conditioned on the approval by the State of Ohio Controlling Board:

NOW THEREFORE

BE IT 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 the negotiated price. Title will be held in the name of the State of Ohio for the use and benefit of The Ohio State University and upon terms and conditions deemed to be in the best interest of the university.

(See Appendix XXXVII for background information, page 872)

11. Resolution No. 2021-63, Approval for Purchase of Real Property

1145 Olentangy River Road
in Columbus, Franklin County, Ohio

Synopsis: Authorization to purchase real property located at 1145 Olentangy River Road, Columbus, Franklin County, Ohio, is proposed.

WHEREAS The Ohio State University ("University") seeks to purchase improved real property located at 1145 Olentangy River Road in Columbus, Ohio, identified as Franklin County parcels 010-288228 and 010-288355 ("Property"); and



Items for Action (continued)

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

WHEREAS the property includes a four-story, 114,900± square foot building, known as the Stefanie Spielman Comprehensive Breast Center, which houses multi-specialty medical groups and an ambulatory out-patient radiation treatment center; and

WHEREAS the university currently leases the entire property under a lease, approved by the Board of Trustees in 2009 by Resolution 2009-49 ("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 July 21, 2020 ("Exercise Date"); and

WHEREAS the obligation of the university to purchase the property after exercising the option is subject to and conditioned upon approval of its Board of Trustees and the State of Ohio Controlling Board:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the Executive Vice President and Provost, the Senior Vice President for Business and Finance and Chief Financial Officer, and the Executive Vice President and Chancellor for Health Affairs, in consultation with the chair of the Audit, Compliance and Finance Committee and the chair of the Master Planning and Facilities Committee, are collectively authorized to take action required to effect the purchase of real property in the name of the state of Ohio for the benefit of The Ohio State University, upon terms and conditions deemed to be in the best interest of the university.

(See Appendix XXXVIII for background information, page 874)

Action: Upon the motion of Mr. Fischer, seconded by Mr. Klingbeil, the committee adopted the remaining foregoing motions by unanimous voice vote with the following members present and voting: Mr. Fischer, Mr. Klingbeil, Mr. Porteus, Mr. Schottenstein and Mr. Heminger.

EXECUTIVE SESSION

It was moved by Mr. Fischer, and seconded by Mr. Porteus, that the committee recess into executive session to consider business-sensitive trade secrets required to be kept confidential by federal and state statutes.

A roll call vote was taken and the committee voted to go into executive session with the following members present and voting: Mr. Fischer, Mr. Klingbeil, Mr. Porteus, Mr. Schottenstein and Mr. Heminger.

The committee entered executive session at 9:08 a.m. and the meeting adjourned at 9:44 a.m.

Attachment XXX

FY2020
OHIO STATE SUSTAINABILITY GOALS

STRATEGIC VISION

Ohio State is recognized as a world leader in developing durable solutions to the pressing challenges of sustainability and in evolving a culture of sustainability through collaborative teaching, pioneering research, comprehensive outreach, and innovative operations, practices and policies.



TEACHING AND LEARNING

1,200+
Sustainability related courses

153
Undergraduate sustainability majors, minors, certificates and specializations

\$3M
National Science Foundation grant award to establish graduate interdisciplinary training in sustainable energy systems



RESEARCH AND INNOVATION

633
Faculty and researchers conducting sustainability scholarship (including 60 Discovery Theme hires)

\$21+M
Externally funded sustainability research grants

80+
Peer-reviewed sustainability publications in high-impact journals

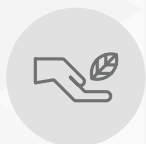


OUTREACH AND ENGAGEMENT

300+
Earth Day 50 virtual event attendees, celebrating Earth Day's 50th anniversary at Ohio State

1 OF 60
U.N. Sustainable Development Solutions Network academic members

1 OF 3
Midwest Climate Summit founding partners



RESOURCE STEWARDSHIP

17%
Purchased electricity from renewable wind

518+
Energy Smart Meters installed through Ohio State Energy Partners

32M
Gallons saved through fixing leaks detected by a leak detection survey

15
Acres of green space added at Cannon Drive Park

13%
University fleet running on CNG or electric

11
Additional locations for compost collection services

55%
University carbon emissions addressed by 2030 under new Climate Action Plan

▶▶▶▶▶ COMPREHENSIVE, UNIVERSITY-WIDE GOAL STATEMENTS

1. Deliver a sustainability curriculum throughout the university
2. Teach sustainability in innovative ways in and out of the classroom
3. Reward sustainability scholarship and engagement
4. Encourage new sustainability knowledge and solutions
5. Foster sustainability culture on and off campus
6. Encourage local and global sustainability partnerships
7. Implement world-leading, university-wide goals to reduce resource consumption
 - a. Achieve carbon neutrality by 2050 per Presidents' Climate Leadership Commitment
 - b. Increase the energy efficiency of the university by 25% per building sq. ft. by 2025
 - c. Reduce potable water consumption by 5% per capita every 5 years – reset every 5 years
 - d. Increase ecosystem services by 60 percentage points by 2025
 - e. Reduce carbon footprint of university fleet per thousand miles traveled by 25% by 2025
 - f. Achieve Zero Waste by 2025 by diverting 90% of waste away from landfills
 - g. Increase production and purchase of locally and sustainably sourced food to 40% by 2025
 - h. Develop university-wide standards for targeted environmentally preferred products and fully implement preferable products and services by 2025

Ohio State Sustainability Goal	Metric Definition	Baseline		FY20 Performance		FY21 Target	Long-Term Overall Target	Highlights
		FY15 Actual (Baseline)	FY19 Actual	FY20 Actual*	FY20 Target			
7a. Achieve Carbon Neutrality by 2050 per Presidents' Climate Leadership Commitment	Metric Tons of Carbon Dioxide Equivalent Per Year (MTCO2/yr)	615,051	619,944	477,614	558,721	480,657	FY50 = 0 MTCO2/yr	Highlights: ~17% of university electricity from purchased renewable wind power; grid electricity continues to transition from coal to natural gas; savings from transition to LED lights Next Action: complete construction of 38 building-level ECMs; begin CHP construction; investigate and implement Air Travel Policy to offset emissions; investigate sustained commuter emission reductions
7b. Increase the Energy Efficiency of the University by 25% per Building Sq Ft by 2025 (Metric for Columbus Campus only via OSEP Agreement boundaries)	Energy Use Intensity = 1000 British Thermal Units/Conditioned Gross Square Foot /Year (Baseline year is FY17 (FY17) (kBtU/GSP/yr)	199.92 (FY17)	191.94	178.65	190.83	178.65	FY27 = 149.98 kBtU/GSP/yr	Highlights: savings from transition to LED lights; improved energy management; additional 24 building-level ECMs began construction; 141 smart meters installed Next Action: complete construction on 39 additional building-level ECMs; begin CHP construction; implement revised green build standards; implement HVAC setback program
7c. Reduce Potable Water Consumption by 5% Per Capita Every 5 Years- reset every 5 years	Calculated as Gallons Per Weighted Campus User. Baseline is average of FY 13, 14 and 15 (Gal/WCU)	21,755	16,835	15,478	20,667	15,050**	FY25** = 15,224 Gal/WCU	Highlights: water installations; approximately 10% water use reduction due to COVID; 32 million gallons saved fixing leaks; water reclamation study; proactive building water leak audits Next Action: continued water audits; water reclamation design; public education campaign targeting labs and students
7d. Increase Ecosystem Services by 60 Percentage Points by 2025 (Metric for Columbus Campus only)	Ecosystem Services Improvement (ESI) Index- based on metrics for 14 natural ecosystem initiatives equated to a 0-100% scale	28.7%	32.6%	33.9%	48.5%	29.6%	FY25 = 88.7% ESI Index Score	Highlights: Cannon Drive Preserve created 15 acres; new green infrastructure included Cannon Preserve Wetland and Kunz-Bundige Green Roof. (Loss of 30 acres of rice space at west campus) Next Action: implement revised green build standards and Ecosystem Services Assessment Tool for new projects; plan for greenpaces at west campus development
7e. Reduce Carbon Footprint of University Fleet Per Thousand Miles Traveled by 25% by 2025	Metric: Tons of Carbon Dioxide Per Year / Thousand Miles Traveled per Year Baseline year is FY16 (MTCO2/Yr/1,000 Miles)	1,279 (FY16)	1,442	1,476	1,973	1,428	FY25 = 1,023 MTCO2/yr	Highlights: 106 CNG vehicles in fleet (+5); 8 Electric Vehicles (+4); 6 Plug in hybrid electric vehicles (+0) Next Action: continue alternative fuel vehicle adoption; continue renewable natural gas discussion; focus on automating mileage data
7f. Achieve Zero Waste by 2025 by Diverting 90% of Waste Away from Landfills	Percentage of Materials Diverted from the Landfill (Diversion Rate)	29.2%	31.3%	35.8%	36.0%	36.0%	FY25 = 90.0% Diversion Rate	Highlights: hand dryer expansion; recycling contamination reduction; compost services added at 11 locations; bulk waste disposal process improved Next Action: post-consumer organics pilots; SWACO partnership

*FY20 performance significantly impacted by COVID (except for 7d. Ecosystem Services)
**Developed using newly revised water goal. *Reduce Potable Water Consumption by 10% Per Capita Every 5 Years- reset every 5 years*

OHIO STATE SUSTAINABILITY GOALS:
Teaching and Learning- Sustainability Curriculum through a Variety of Formats and Strategies
Research and Innovation- Sustainability Scholarship, Increase Reputation as a Sustainability Research Leader
Outreach and Engagement- Long-Term Partnerships that Encourage Sustainability-Oriented Practices and Economic, Social and Environmental Welfare
Resource Stewardship- Implement Sustainable World-Leading Operational Goals

= Exceeds Target
 |
 = Some Progress
 |
 = No Progress



Ohio State Energy Partners Contract Scorecard

FY20 Year End - Through June 2020

Legend	
	Meets or surpasses target
	Does not meet target

Actual	Current Year			Actual vs Target	Comments
	Target	Target %/Var	Actual Prior Yr.		
A. Financial					
\$ 62,357,154	\$ 62,235,418	0.2%	\$ 55,208,967		1. Total Expense (Fixed & Operating)
\$ 2,477	\$ 2,472	0.2%	2,225		2. Total Expense (Fixed & Operating) / 1000 EUI GSF
\$ 5,268,330	NA	NA	\$ 1,108,552		3. Utilities Capital Investment Variable Fees Paid Expenses incurred in FY19 accrue to FY20, thus no Prior Year Actual
\$ 2,321,896	NA	NA	\$ 389,840		4. ECOMs Capital Investment Variable Fees Paid ECOMs: Energy Conservation Measures
B. Operational					
25,179	N/A	N/A	24,814		1. 1000 EUI Gross Sq Ft (used in EUI calc.) 25,176,043 = Total Building Gross Sq Ft
178,651	191,838	-6.9%	191,839		2. Annual Energy Use Intensity (EUI) Reduction: BTU/GSF
1.37	1.41	-2.8%	1.39		3. Boiler Efficiency (mmBtu of fuel/mB of steam)
0.808	0.900	-10.2%	0.780		4. Chilled Water Conversion (kW/Ton)
77.68%	75.00%	3.6%	63.42%		5. Smart Meter Implementation % Year three of four-year implementation plan
C. Customer Satisfaction					
100%	99,996%	0.00%	99,999%		1. Electric Uptime Reliability % Reliability % - Financial penalties increase as the Reliability % goes below the target and increase as the number of consecutive years of missing the target increases. Examples: - If the Reliability % is slightly below the target one year, there is no financial penalty; if the target is missed multiple years in a row, penalties will begin/increase
100%	99,960%	0.04%	100%		2. Natural Gas Uptime Reliability %
100%	99,950%	0.05%	99,990%		3. Chilled Water Uptime Reliability %
100%	99,900%	0.10%	99,990%		4. Steam Uptime Reliability %
0	4	-100%	2		5. Electric # of Downtime Events
0	2	-100%	0		6. Natural Gas # of Downtime Events
2	15	-86.7%	12		7. Chilled Water # of Downtime Events - If the Reliability % is missed by a large enough amount, financial penalties can ensue immediately
3	4	-25.0%	1		8. Steam # of Downtime Events - Similar logic applies to Downtime Events
D. Academic Collaboration					
\$ 810,000	\$ 810,000	0.0%	\$ 810,000		1. Philanthropic Allocation Projected lifetime allocation - \$40.5 million
9	10	-10.0%	11		2. Internships Cumulative = 30; required to offer 10/yr *(COVID-19 exception)

9/24/20

Attachment XXXI

PHYSICAL ENVIRONMENT	Actual Prior Year Same Period (FY20 YTD)	FY21 Year-To-Date			Actual vs Target	Comments
		Actual	Target (Budget)	Target %Var		
A. FINANCIAL						
1. AdP Tot. Operating Expenses (General & Earnings Funds)	\$40,982,914	\$34,947,665	\$36,527,480	-9.3%	▲	\$144,321,017
B. OPERATIONAL						
1. % Total Projects Completed on Time	81.3%	79.6%	90.0%	-11.6%	▲	90.0%
2. % Total Projects Completed on Budget	100.0%	95.9%	90.0%	6.6%	▲	90.0%
3. Capital Investment Program Spend *	\$474.6	\$593.7	\$608.1	-25.9%	▲	\$608.1
4. Facility Condition Index - Conditioned Academic/Research Bldgs	74.1%	74.6%	80.0%	-6.7%	▲	80.0%
5. CABS Returns	1,139,444	267,917	125,469	113.5%	▲	560,469
6. All Parking Garage Peak Time Occupancy % **	75.3%	40.3%	80.0%	-49.6%	▲	80.0%
7. WMC Parking Garage Peak Time Occupancy % **	92.0%	63.0%	80.0%	-21.3%	▲	80.0%
8. Sum of Daily Temporary Parking Space Occurens	2,726	13,464	6,250	115.9%	▲	20,000
9. WOSU Broadcast Audience (Viewers, Listeners)	587,233	609,200	587,233	3.7%	▲	640,358
10. WOSU Digital Audience (Unique Visitors, Video Views, Digital Audio)	2,664,377	3,040,444	2,664,377	14.1%	▲	12,957,934
C. SAFETY						
1. EHS Recordable Accident Rate (CYTD)	1.40	0.67	2.00	-56.5%	▲	2.00
2. Major On-Campus Crimes	30	25	25	0.0%	▲	120
3. Avg Response time to In-Progress Calls for Svc	3:38	4:04	5:00	-19.4%	▲	5:00
4. Traffic Accidents Injury	7	5	7	-28.6%	▲	31
5. Traffic Accidents Non-Injury	48	15	78	-60.8%	▲	215
6. Off-Campus Crime Statistics	479	296	595	-51.2%	▲	2,037

* For B3 Capital Investment Program Spend, Green = "Target %Variance" of + or -10%, with an additional Yellow range extending 10% above and 20% below the Green range.

** For B6&7, Parking Garage Peak Time Occupancy %, the target is 80%, + or -5% pts., with an additional 5% pt. Yellow range in both directions. Peak time measured on weekdays between 12:30 and 1:30 p.m.

- Meets or surpasses Target
- Within 10% of Target
- Does not meet Target by >10%
- Data Pending
- 4-Mo Target %Var Improved from Prior 4-Mo
- Within +/- 2.5% of Prior 4-Mo Target %Var
- 4-Mo Target %Var decline from Prior 4-Mo

FACILITIES OPERATIONS AND DEVELOPMENT

Board of Trustees November 2020

ANNUAL REPORT

Attachment XXXII



THE OHIO STATE UNIVERSITY

PROJECTS APPROVED BY THE BOARD OF TRUSTEES – FY 20

November 18-19, 2020, Board of Trustees Meetings

PROJECT NAME	APPROVAL REC'D FY 20		TOTAL PROJECT COST	PROJECT NAME	APPROVAL REC'D FY 20		TOTAL PROJECT COST
	DES	CON			DES	CON	
Recreation Fields Improvements	✓	✓	\$10.2 M	Lincoln Tower Office Renovation		✓	\$ 7.0 M
Dodd – Parking Garage	✓	✓	\$33.0 M	Martha Morehouse Facility Improvements	✓	✓	\$5.1 M
Instructional Sci Bldgs RDM		✓	\$25.0 M	Newton Hall – Renovation and Addition	✓	✓	\$25.6 M
Interdisciplinary Health Sciences Center		✓	\$155.9 M	Rhodes/Doan – 4 th Floor OR Power Dist	✓	✓	\$4.6 M
Interdisciplinary Research Facility		✓	\$238.3 M	West Campus Infrastructure Phase 1	✓	✓	\$17.8 M
Lacrosse Stadium	✓		\$20.0 M	WMC Loading Dock Expansion & Renovation	✓		TBD
Library Book Depository Phase 3	✓		\$15.1 M	WMC Outpatient Care Dublin		✓	\$161.2 M
TOTAL							\$638.1 M



THE OHIO STATE UNIVERSITY

BOARD APPROVED PROJECTS COMPLETED IN FY 20

PROJECT	COMPLETION	BUDGET	ON TIME	ON BUDGET
Fire System Replacements	7/19	\$6.2 M		
Ohio Stadium Upgrades	8/19	\$35.2 M		
2700 Ackerman Renovation	9/19	\$20.2 M		
Schottenstein Center – Expansion & Renovation	12/19	\$30.9 M		
Wooster Farm Operations Improvements	7/20	\$5.1 M		
TOTAL		\$97.6 M		

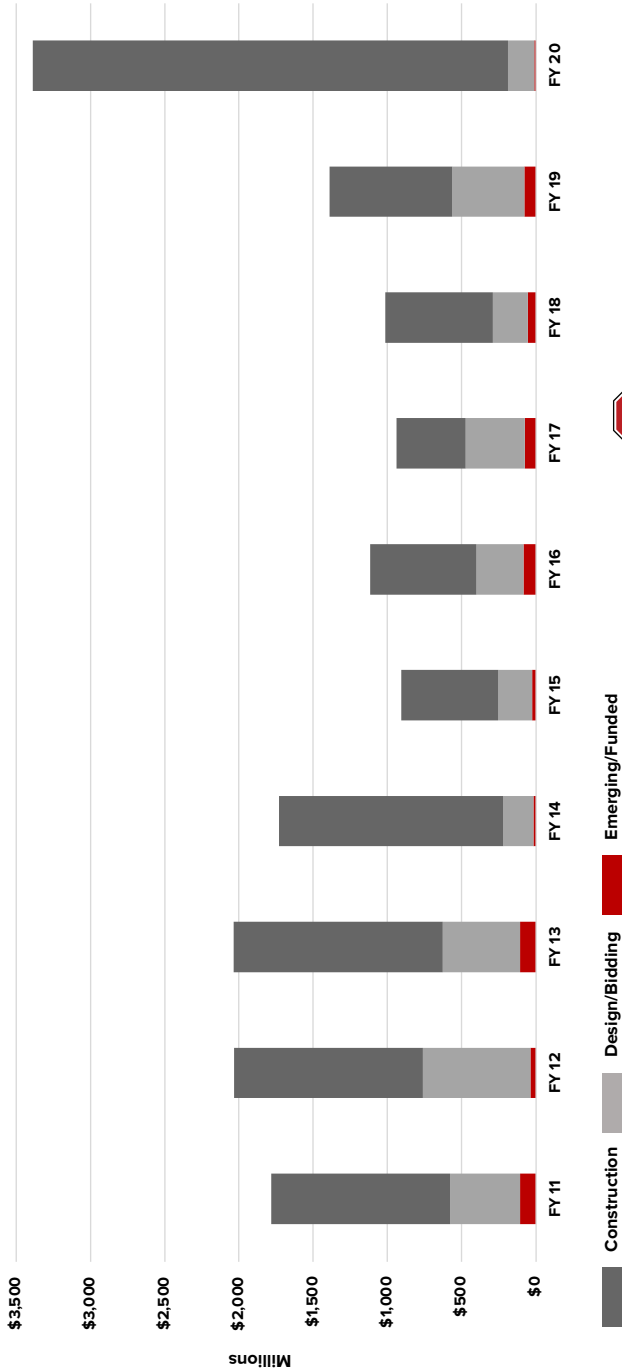


ACTIVE PROJECTS AS OF THE END OF THE FISCAL YEAR

	FY 19		FY 20	
	# OF PROJECTS	TOTAL BUDGET	# OF PROJECTS	TOTAL BUDGET
Emerging/Funded	78	\$79.4 M	37	\$13.3 M
Design/Bidding	85	\$484.5 M	71	\$176.5 M
Construction	164	\$826.1 M	182	\$3,198.3 M
TOTAL	327	1,393.8 M	290	\$3,388.1 M

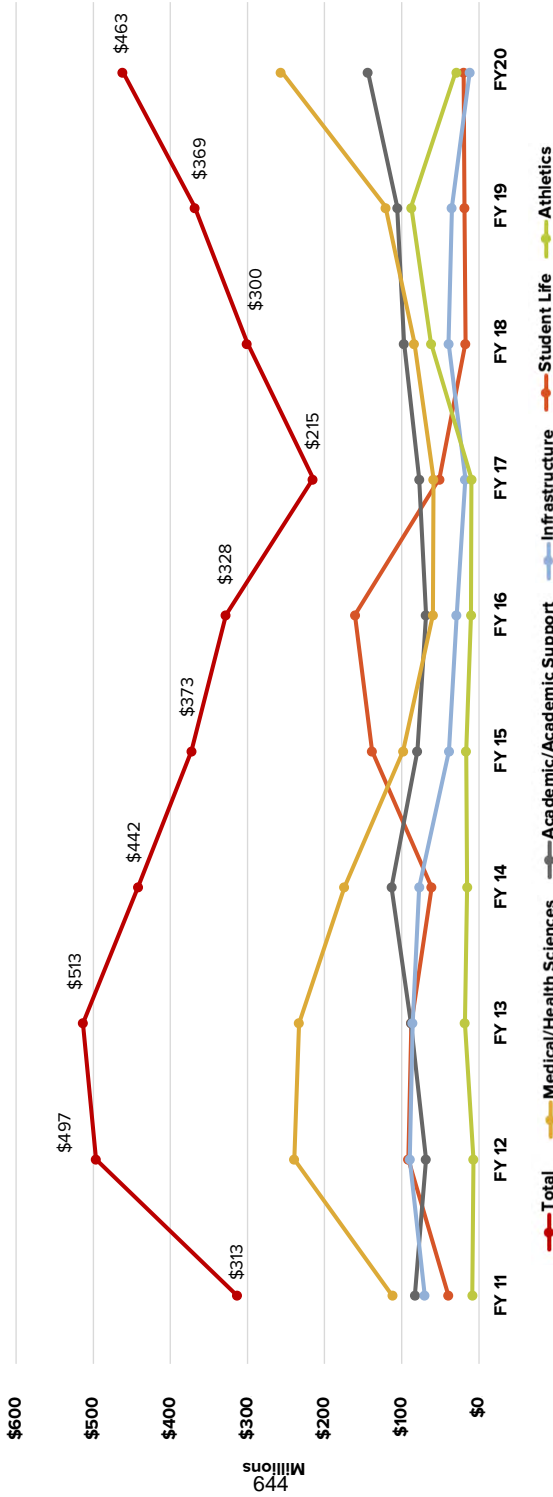


TOTAL BUDGET FOR ACTIVE PROJECTS – FY 11 TO FY 20

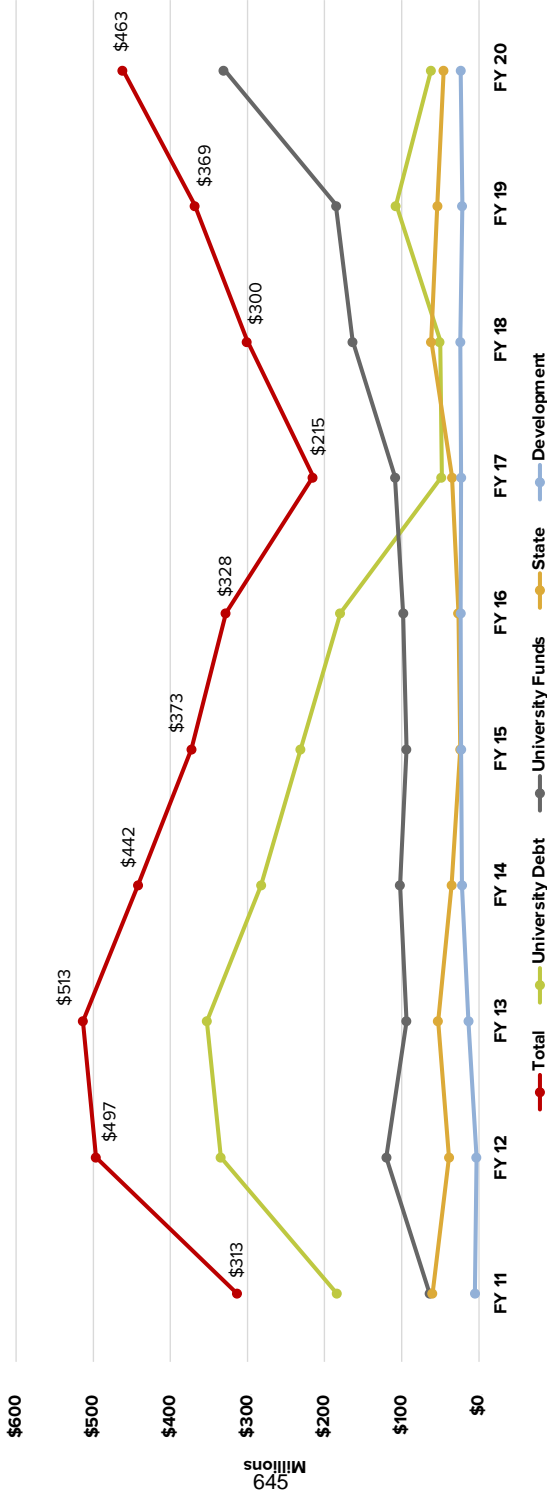


THE OHIO STATE UNIVERSITY

TOTAL EXPENDITURES BY DISTRICT – FY 11 TO FY 20



TOTAL EXPENDITURES BY FUNDING SOURCE – FY 11 TO FY 20



FY 20 ACTUAL AND BUDGETED FTES

	FY 20 ACTUAL	FY 20 BUDGET
Facilities Operations and Development Administration	5	5
Environmental Health and Safety	37	40
Facilities Design and Construction	75	78
Operations	440	486
TOTAL FOD	557	609
WMC Facilities	133	146

TOTAL OPERATING EXPENSE WAS 5.8% UNDER BUDGET



INITIATIVES

eBUILDER DESIGN AND IMPLEMENTATION



Construction Project Late Days Reduction

Construction Estimating

64 Construction Site Safety

COVID-19

Renewal and Deferred Maintenance Initiative

Student Life Integration

Sustainability

Good Catch Program



INITIATIVES

eBuilder Design and Implementation

CONSTRUCTION PROJECT LATE DAYS REDUCTION

Construction Estimating

64 Construction Site Safety

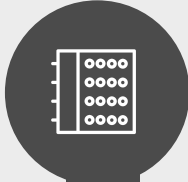
COVID-19

Renewal and Deferred Maintenance Initiative

Student Life Integration

Sustainability

Good Catch Program



INITIATIVES

- eBuilder Design and Implementation
- Construction Project Late Days Reduction

CONSTRUCTION ESTIMATING

- 65 Construction Site Safety
- COVID-19
- Renewal and Deferred Maintenance Initiative
- Student Life Integration
- Sustainability
- Good Catch Program



INITIATIVES

eBuilder Design and Implementation

Construction Project Late Days Reduction

Construction Estimating



651 CONSTRUCTION SAFETY

COVID-19

Renewal and Deferred Maintenance Initiative

Student Life Integration

Sustainability

Good Catch Program



THE OHIO STATE UNIVERSITY

INITIATIVES

- eBuilder Design and Implementation
- Construction Project Late Days Reduction
- Construction Estimating
- 652 Construction Site Safety

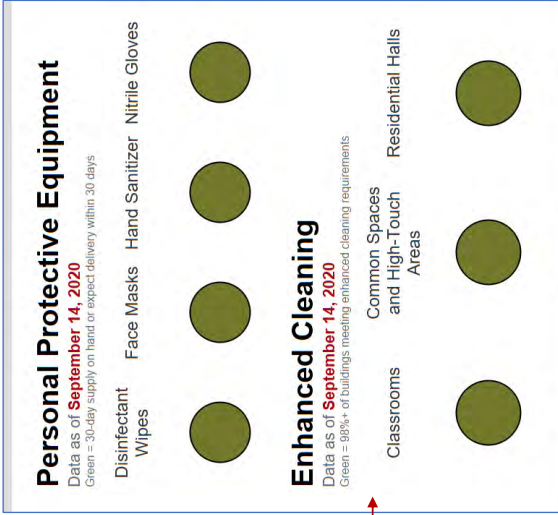
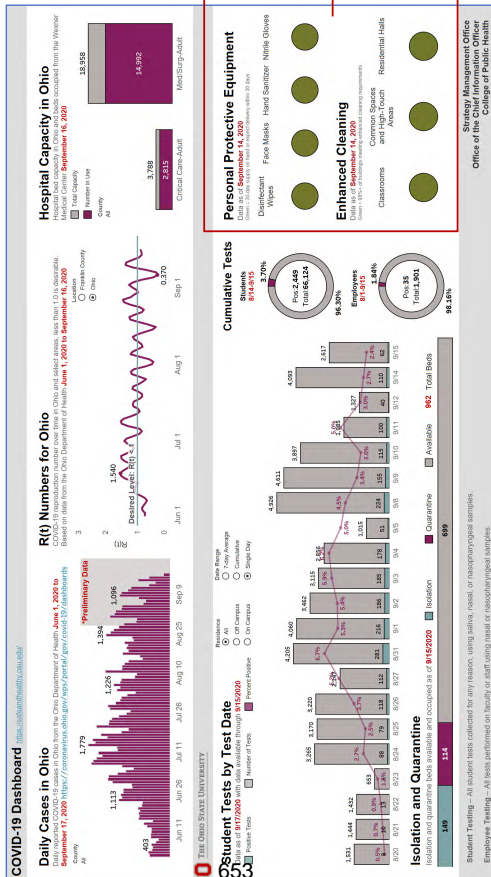
COVID-19

- Renewal and Deferred Maintenance Initiative
- Student Life Integration
- Sustainability
- Good Catch Program



SAFE AND HEALTHY BUCKEYES DASHBOARD

November 18-19, 2020, Board of Trustees Meetings



THE OHIO STATE UNIVERSITY

INITIATIVES

- eBuilder Design and Implementation
- Construction Project Late Days Reduction
- Construction Estimating
- Construction Site Safety

654

COVID-19



RENEWAL AND DEFERRED MAINTENANCE INITIATIVE

- Student Life Integration
- Sustainability
- Good Catch Program



INITIATIVES

- eBuilder Design and Implementation
- Construction Project Late Days Reduction
- Construction Estimating
- 65 Construction Site Safety
- COVID-19
- Renewal and Deferred Maintenance Initiative

STUDENT LIFE INTEGRATION

- Sustainability
- Good Catch Program



INITIATIVES

- eBuilder Design and Implementation
- Construction Project Late Days Reduction
- Construction Estimating
- 65 Construction Site Safety
- COVID-19
- Renewal and Deferred Maintenance Initiative
- Student Life Integration

SUSTAINABILITY

- Good Catch Program



INITIATIVES

- eBuilder Design and Implementation
- Construction Project Late Days Reduction
- Construction Estimating
- Construction Site Safety
- COVID-19
- Renewal and Deferred Maintenance Initiative
- Student Life Integration
- Sustainability

GOOD CATCH PROGRAM



Attachment XXXIII



Major Project Updates

Projects Over \$20M

November 2020



PROJECT STATUS REPORT CURRENT PROJECTS OVER \$20M

November 18-19, 2020, Board of Trustees Meetings

PROJECT	CONST COMPLETION	APPROVALS		ON TIME	ON BUDGET
		Des	Con		
Mars G. Fontana Laboratories (BMEC)	7/2020	COMPLETE	COMPLETE		\$59.1M
OSU East – West Wing Expansion Renovation	8/2020	COMPLETE	COMPLETE		\$26.0M
Optometry Clinic and Health Sciences Facility Office Bldg	10/2020	COMPLETE	COMPLETE		\$35.9M
Ty Tucker Tennis Center	10/2020	COMPLETE	COMPLETE		\$23.1M
Wooster – New Laboratory Building	11/2020	✓	✓		\$33.5M
Postle Partial Replacement	12/2020	✓	✓		\$95.0M
WMC Inpatient Hospital – Central Sterile Supply	12/2020	✓	✓		\$45.3M
Newark – John & Mary Alford Ctr for Sci and Technology	3/2021	✓	✓		\$32.0M
WMC Inpatient Hosp Garage, Infr & Roadwork	3/2021	✓	✓		\$99.9M
WMC Outpatient Care New Albany	6/2021	✓	✓		\$137.9M
Dodd – Parking Garage	5/2022	✓	✓		\$33.3M
Newton – Renovation and Addition	5/2022	✓	✓		\$25.3M
WMC Outpatient Care Dublin	7/2022	✓	✓		\$161.2M
Celeste Lab Renovation	8/2022	✓	✓		\$31.1M
Controlled Environment Food Prod Research Complex	8/2022	✓	✓		\$35.8M
WMC Outpatient Care West Campus	12/2022	✓	✓		\$348.5M
Interdisciplinary Research Facility	5/2023	✓	✓		\$237.5M
Interdisciplinary Health Sciences Center	11/2023	✓	✓		\$155.9M
Wexner Medical Center Inpatient Hospital	6/2025	✓	✓		\$1,797.1M

Key: On track Watching closely Not on track Modified Scope/Paused



PROJECT STATUS REPORT CURRENT PROJECTS OVER \$20M

November 18-19, 2020, Board of Trustees Meetings

PROJECT	CONS COMPLETION DATE	APPROVALS		BUDGET	ON TIME	ON BUDGET
		Des	Con			
Instructional Sci Buildings Deferred Maintenance Bolz and Parks Halls Mendenhall Lab and Howlett Hall	11/2021	✓	✓	\$25.0M		
	TBD					
Arts District School of Music Department of Theater	1/2022	✓	✓	\$161.6M		
	TBD					
Lacrosse Stadium	TBD	✓		\$20.0M		



MARS G. FONTANA LABORATORIES BIOMEDICAL ENGINEERING COMPLEX (BMEC)

Renovation of the former Koffolt Lab and Fontana Lab to create research labs, offices, and classrooms.

PROJECT FUNDING

state appropriations; fundraising; department funds; university debt

CURRENT PROJECT BUDGET

construction w/cont \$53.2M
total project \$59.1M

CONSULTANTS

arch of record Moody Nolan
design architect Perkins & Will
CM at Risk Ruscilli

PROJECT SCHEDULE

BoT approval 9/16
construction 5/18-7/20
facility opening 8/20

PROJECT UPDATE

User move-in was completed at the end of October. The project is under budget.



On Time



On Budget



OSU EAST – WEST WING EXPANSION/ RENOVATION

Renovation of 11,500 GSF and expansion of 29,000 GSF on the second floor of the west wing of the hospital tower with mechanical penthouse.

Renovated and expanded spaces include operating rooms, pre-operative/PACU spaces; imaging; and improvements to the patient arrival experience.

PROJECT FUNDING

auxiliary funds

CURRENT PROJECT BUDGET

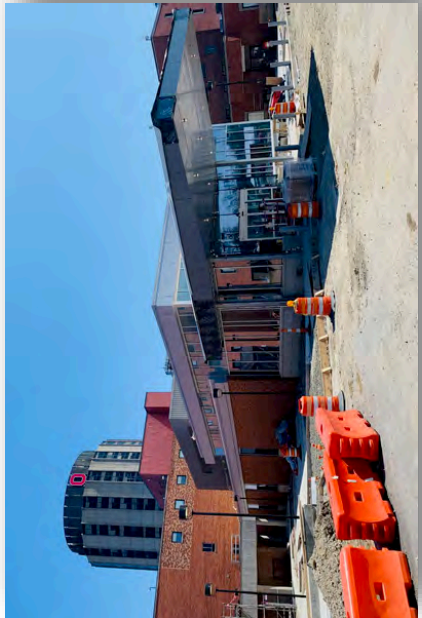
construction w/cont \$23.9M architect of record Moody Nolan
total project \$26.0M CM at Risk Elford

PROJECT SCHEDULE

BoT approval 6/17
construction 9/18 – 8/20
facility opening 9/20

PROJECT UPDATE

All project phases are complete



On Time



On Budget



OPTOMETRY CLINIC AND HEALTH SCIENCES FACULTY OFFICE BUILDING

Construct a building located at the corner of 11th and Neil Avenue for College of Optometry patient clinic and eyewear gallery. The facility will also include clinic support and Health Sciences faculty offices. This project is a key enabler for the Interdisciplinary Health Sciences Center.

PROJECT FUNDING

auxiliary funds; university funds

CURRENT PROJECT BUDGET

construction w/cont \$31.7M

total project \$35.9M

CONSULTANTS

architect of record

Design/Build firm

Moody Nolan

Daimler Group

PROJECT SCHEDULE

BoT approval 11/17

construction 2/19-10/20

facility opening 11/20

PROJECT UPDATE

The project is substantially complete. Punch list and commissioning activities are ongoing. The exterior landscape and hardscape work are nearly complete. Office occupants on the upper floors will begin moving in November.



On Time



On Budget





TY TUCKER TENNIS CENTER

Construct a new 68,000 GSF indoor tennis facility in the Athletics District. The new center will include 6 courts, seating for 500, men's and women's varsity locker rooms, training facilities and offices.

PROJECT FUNDING

university funds; fundraising

CURRENT PROJECT BUDGET

construction w/cont \$20.9M
total project \$23.1M

CONSULTANTS

architect of record Moody Nolan
CM at Risk Barton Malow

PROJECT SCHEDULE

BoT approval 8/18
construction 9/19-10/20
facility opening 10/20

PROJECT UPDATE

Courts have been coated and final finishes are ongoing. Exterior landscaping is ongoing. Televisions are being installed, furniture has been installed, and final inspections have been scheduled.



On Time



On Budget



WOOSTER – NEW LABORATORY BUILDING



Construct a new facility for Entomology research that will include teaching labs, research space, classrooms, and a small café. The new building will connect to a central chilled water plant.

PROJECT FUNDING

university funds; state appropriations

CURRENT PROJECT BUDGET

construction w/cont \$30.0M
total project \$33.5M

CONSULTANTS

architect of record Hasenstab
CM at Risk Elford



PROJECT SCHEDULE

BoT approval 1/17
construction 10/18-11/20
facility opening 11/20

PROJECT UPDATE

The building is completing interior finishes and site work. The separate chiller plant is complete.

The project experienced some labor, material fabrication and delivery delays due to COVID-19.

Move in is underway and will be complete by the end of November.



On Time



On Budget



POSTLE PARTIAL REPLACEMENT

Replace the southern portion of the east wing and renovate/upgrade portions of the west wing.

PROJECT FUNDING

fundraising; state appropriations; department funds; university debt

CURRENT PROJECT BUDGET

construction w/cont \$85.4M
total project \$95.0M

CONSULTANTS

architect of record Design Group
des architect Robert AM Stern Arch
CM at Risk Gilbane

PROJECT SCHEDULE

BoT approval 9/16
construction 6/18-12/20
facility opening TBD

PROJECT UPDATE

Interior framing and finishes and mechanical/electrical/plumbing are progressing. The university is evaluating the revised schedule and cost impacts due to the vacuum piping redesign. Dental and sterilization equipment installation has started and the transition consultant is working with the college and project team to coordinate equipment installs and moves.

On Time

On Budget



WEXNER MEDICAL CENTER INPATIENT HOSPITAL – CENTRAL STERILE SUPPLY

The project will construct a central sterile supply building to serve the hospital and ambulatory locations.

PROJECT FUNDING

auxiliary funds

CURRENT PROJECT BUDGET

construction w/cont \$35.4M

total project \$45.3M

CONSULTANTS

architect of record HDR

CM at Risk Walsh-Turner

PROJECT SCHEDULE

BoT approval 2/18

construction 7/19-12/20

facility opening 2/21

PROJECT UPDATE

Interior wall framing and roof work are complete. Major equipment is being installed. Interior MEP work is ongoing.



On Time



On Budget



NEWARK – JOHN & MARY ALFORD CTR FOR SCIENCE AND TECHNOLOGY

Construct a 60,000 GSF facility containing biological and physical sciences research and teaching labs, classrooms, collaborative learning and academic support spaces. Spaces will serve both the Newark campus and Central Ohio Technical College.

PROJECT FUNDING

university funds; university debt; fundraising

CURRENT PROJECT BUDGET

construction w/cont \$29.7M
total project \$32.0M

CONSULTANTS

architect of record DesignGroup
CM at Risk Smoot

PROJECT SCHEDULE

BoT approval 8/18
construction 7/19-3/21
facility opening 4/21

PROJECT UPDATE

Exterior masonry and interior MEP rough-in are ongoing. The project is currently tracking under budget.



On Time



On Budget



WMC INPATIENT HOSPITAL GARAGE, INFRASTRUCTURE & ROAD WORK

The project will construct a 1,887-space parking garage west of McCampbell Hall. Infrastructure work includes water line connections, sewer lines and communications lines; road work includes street, curb and sidewalks on both sides of street A, including direct sidewalk connection to ingress and egress points of the garage, and street lighting on the west side.

PROJECT FUNDING
auxiliary funds

CURRENT PROJECT BUDGET	CONSULTANTS
construction w/cont \$76.3M	architect of record HDR
total project \$101.0M	CM at Risk Walsh-Turner

PROJECT SCHEDULE	
BoT approval	2/18
construction	5/19-3/21
facility opening	3/21

PROJECT UPDATE

Concrete deck pours are complete. Precast installation is on going. Garage construction will be phased with approximately 1,800 spaces opening in 12/2020, and the remainder open by 3/2021.



On Time



On Budget

WMC OUTPATIENT CARE NEW ALBANY



Construct an approximately 251,000 square foot medical office building and ambulatory surgery center on North Hamilton Road.

PROJECT FUNDING

auxiliary funds

CURRENT PROJECT BUDGET

construction w/cont \$89.2M
total project \$137.9M

CONSULTANTS

architect of record DLR Group
CM at Risk Daimler Group

PROJECT SCHEDULE

BoT approval 4/18
construction 7/19-6/21
facility opening 8/21

PROJECT UPDATE

Punched openings and exterior precast finishes on the medical office building are installed. Brickwork continues on the office building. Precast on the ambulatory surgery center has been installed. Roofing for the building enclosure is nearly complete. MEP, framing, and drywall work is ongoing.



On Time



On Budget





DODD – PARKING GARAGE



Construct a six-level parking facility for approximately 1,100 cars on the former Dodd Hall surface lot.

PROJECT FUNDING

university funds; partner funds

CURRENT PROJECT BUDGET

construction w/cont \$30.7M

total project \$33.3M

CONSULTANTS

arch of record

Design Builder

Schooley/Caldwell

Dugan & Meyer

PROJECT SCHEDULE

BoT approval 8/19

construction 1/21-5/22

facility opening 5/22

PROJECT UPDATE

Criteria design is underway; design builder has been selected and contract is in process.



On Time



On Budget



WMC OUTPATIENT CARE DUBLIN



Construct an approximately 272,000-square foot ambulatory building that will include ambulatory surgery, endoscopy, primary care, specialty medical and surgical skills, and related support

PROJECT FUNDING

auxiliary funds

CURRENT PROJECT BUDGET		CONSULTANTS	
construction w/cont	\$105.0M	architect of record	DLR/WRL
total project	\$161.2M	CM at Risk	Corna/Kokosing

PROJECT SCHEDULE

BoT approval	5/19
construction	7/20-7/22
facility opening	9/22

PROJECT UPDATE

Construction has begun on site with site clearing and mobilization activities.



On Time



On Budget



CELESTE LAB RENOVATION

Upgrade the building mechanical, electrical and plumbing systems; renovate chemistry labs and support spaces; improve the exterior envelope.

PROJECT FUNDING

university funds; state funds; fundraising

CURRENT PROJECT BUDGET

construction w/cont \$27.0M
total project \$31.1M

CONSULTANTS

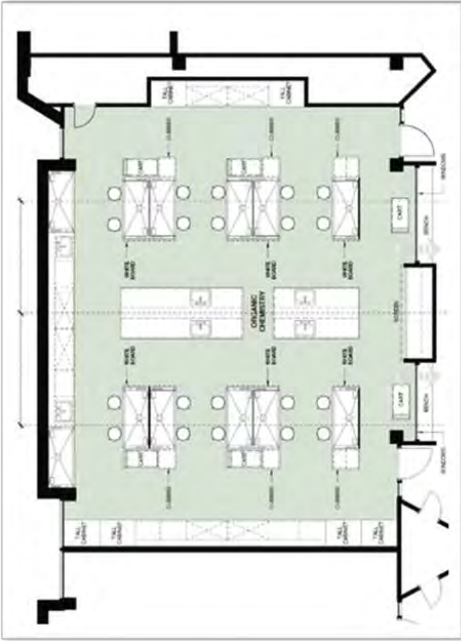
architect of record BHDP
CM at Risk Elford

PROJECT SCHEDULE

BoT approval 8/18
construction 7/20-8/22
facility opening 8/22

PROJECT UPDATE

Construction abatement, demolition, and HVAC equipment replacements have begun.



On Time

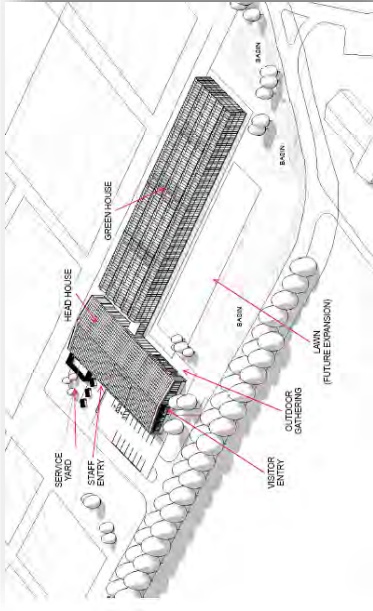


On Budget



CONTROLLED ENVIRONMENT FOOD PRODUCTION RESEARCH COMPLEX

Construct a new facility to house research and support learning in several approaches to food (plant and fish) production; research on greenhouse engineering, pest and pathogen management, and plant breeding.



PROJECT FUNDING

university funds; university debt; fundraising

CURRENT PROJECT BUDGET

construction w/cont \$31.8M
total project \$35.8M

CONSULTANTS

architect of record Erdy McHenry
CM at Risk Corna/Kokosing

PROJECT SCHEDULE

BoT approval 6/17
construction 9/20 – 8/22
facility opening 9/22

PROJECT UPDATE

The project was paused and is now proceeding. The GMP has been executed and the add alternate for the additional research greenhouse was accepted.



On Time



On Budget



INTERDISCIPLINARY RESEARCH FACILITY

Construct a five-story laboratory building in the West Campus Innovation district to serve multiple research disciplines, including biomedical, life sciences, engineering, and environmental sciences. The facility will also include a 55,000-square foot exterior plaza to provide collaborative space for the district.

PROJECT FUNDING

auxiliary funds; university funds; university debt; fundraising

CURRENT PROJECT BUDGET

construction w/cont \$213.4M architect of record Pelli Clarke Pelli
total project \$237.5M CM at Risk Whiting Turner/Corna Kok

CONSULTANTS

PROJECT SCHEDULE

BoT approval 11/17
construction 8/20-5/23
facility opening 6/23

PROJECT UPDATE

Construction Documents are being finalized. Site mobilization to begin in August.



On Time



On Budget

WMC OUTPATIENT CARE WEST CAMPUS



Construct an approximately 385,000-square foot ambulatory facility including a surgical center, proton therapy, and medical office space. The proton therapy facility will focus on leading-edge cancer treatments and research. The facility will also include a 640-space parking garage.

PROJECT FUNDING

auxiliary funds; fundraising; partner funds

CURRENT PROJECT BUDGET

construction w/cont	\$318.4M	architect of record	Perkins & Will
total project	\$348.5M	CM at Risk	BoldtLinbeck

PROJECT SCHEDULE

BoT approval	11/18
construction	7/20-12/22
facility opening- ambulatory	4/23
facility opening – proton	6/23

PROJECT UPDATE

Project is completing construction documents. Earthwork, underground utilities, and foundations have begun.

On Time 

On Budget 



INTERDISCIPLINARY HEALTH SCIENCES CENTER

Multi-phase renovation of 120,000 sf and addition of 100,000 sf to create a collaborative campus for inter-professional education throughout the health science, including the College of Medicine, Optometry, Nursing, and the School of Health and Rehabilitation Sciences. Program spaces include classrooms, anatomy labs, research labs, administrative and building support.

PROJECT FUNDING

auxiliary funds; department funds; state funds; fundraising

CURRENT PROJECT BUDGET

construction w/cont	\$135.4M	CONSULTANTS	architect of record	Acock Assoc
total project	\$155.9M		CM at Risk	Gilbane

PROJECT SCHEDULE

BoT approval	11/17
construction	11/19 – 11/23
facility opening	1/24

PROJECT UPDATE

The project restarted in August. Current activities include anatomy wing basement foundation, wall installation, and steel framing. Underground mechanical and electrical work and preparation for site utilities has also begun.





NEWTON – RENOVATION AND ADDITION

Construct an approximately 35,000 sf addition to the south that will include flexible classrooms, informal learning spaces and offices.

PROJECT FUNDING
department funds; fundraising; university debt; state funds

CURRENT PROJECT BUDGET	CONSULTANTS
construction w/cont \$22.5M	architect of record Meacham & Apel
total project \$25.3M	CM at Risk Ruscilli

PROJECT SCHEDULE

BoT approval	2/18
construction	12/20 – 5/22
facility opening	8/22

PROJECT UPDATE

This project is on the Controlling Board agenda for release of the state funding in November 2020 and is anticipated to begin construction by the end of this calendar year.





WMC INPATIENT HOSPITAL

Construct a new 1.9M square foot inpatient hospital tower with up to 820 beds in private room settings replacing and expanding on the 440 beds in Rhodes Hall and Doan Hall including an additional 84 James beds. Facilities will include state-of-the-art diagnostic, treatment and inpatient service areas including emergency department, imaging, operating rooms, 60 neonatal intensive care unit bassinets, critical care and medical/surgical beds, and leading-edge digital technologies to advance patient care, teaching and research.

PROJECT FUNDING

university debt; fundraising; auxiliary funds

CURRENT PROJECT BUDGET

construction w/cont	\$1,643.7M	architect of record	HDR
total project	\$1,797.1M	CM at Risk	Walsh-Turner (JV)

PROJECT SCHEDULE

BoT approval	2/18
construction	10/20 – 6/25
facility opening	Q1 2026

PROJECT UPDATE

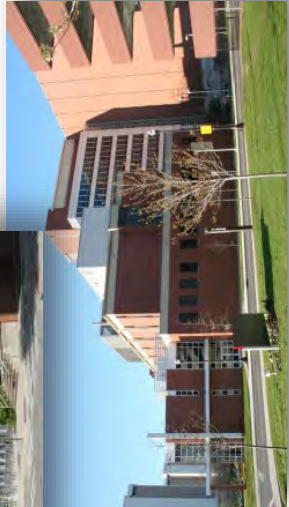
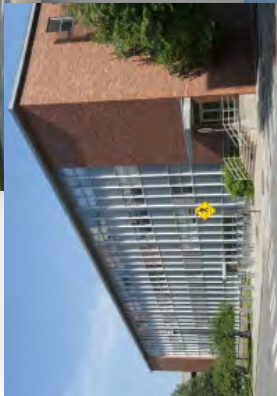
Mass excavation work is continuing and drilled piers have begun. The Cannon Garages have been closed for demolition.



On Time



On Budget



INSTRUCTIONAL SCIENCE BUILDINGS DEFERRED MAINTENANCE

Renew mechanical, electrical and plumbing services in selected buildings, including Mendenhall Laboratory, Bolz Hall, Howlett Hall, and Parks Hall.

PROJECT FUNDING
university debt

CURRENT PROJECT BUDGET

construction w/cont total project	\$23.0M \$25.0M	CONSULTANTS architect of record CM at Risk	Hasenstab Whiting-Turner
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PROJECT SCHEDULE

BoT approval	11/18
construction	6/20 – 11/21
facility opening	11/21

PROJECT UPDATE

Mechanical improvements have started on the 4th floor of Bolz Hall and will be complete in February 2021. Parks Hall has completed the GMP and work is scheduled to start in October. Work will include upgrades to mechanical systems and new heat exchangers.

Following an evaluation of capital projects related to the uncertainty of COVID-19, projects that can be slowed or modified have been identified. Design development documents for Mendenhall Lab and Howlett Hall have been completed but additional steps need further evaluation.



On Time



On Budget



ARTS DISTRICT

Renovate and expand the School of Music building and construct a new Department of Theatre building. The project will also extend Annie and John Glenn Avenue from College Road to High Street and make modifications to College Road and adjacent pedestrian spaces.

PROJECT FUNDING

university funds; university debt; fundraising; partner funds

CURRENT PROJECT BUDGET

construction w/cont \$144.0M
total project \$161.6M

CONSULTANTS

architect of record DLR Group
CM at Risk Holder Construction

PROJECT SCHEDULE

BoT approval 8/15
construction 6/19-1/22
facility opening 3/22

PROJECT UPDATE

Mechanical, electrical and plumbing rough-in, roofing, framing and east exterior elevation masonry is ongoing. The university has paused the construction of the Department of Theater. The university remains committed to completing the project and will evaluate a revised schedule for the Department of Theater scope at the appropriate time.



On Time



On Budget





LACROSSE STADIUM

Construct a new outdoor lacrosse stadium in the Athletics District, east of the Covelli Center, for the Men’s and Women’s varsity programs. The venue will include an outdoor field, seating for 2,500, locker rooms and concessions.

PROJECT FUNDING

fundraising

CURRENT PROJECT BUDGET

construction w/cont	\$17.7M	CONSULTANTS	HOK
total project	\$20.0M	architect of record	Ruscilli
		CM at Risk	

PROJECT SCHEDULE

BoT approval	8/19
construction	TBD
facility opening	TBD

PROJECT UPDATE

The project team is evaluating scope and budget alternatives. Project design will be completed on schedule then the project will be paused to evaluate a revised timeline for construction.



On Time



On Budget

Attachment XXXIV



Agenda

684



- **Problem/Challenge**
- **Progress**
- **Vision**
- **Next Steps**

Vision, Budget and Outcome *Current processes result in goal misalignment*

Historical Criticism:

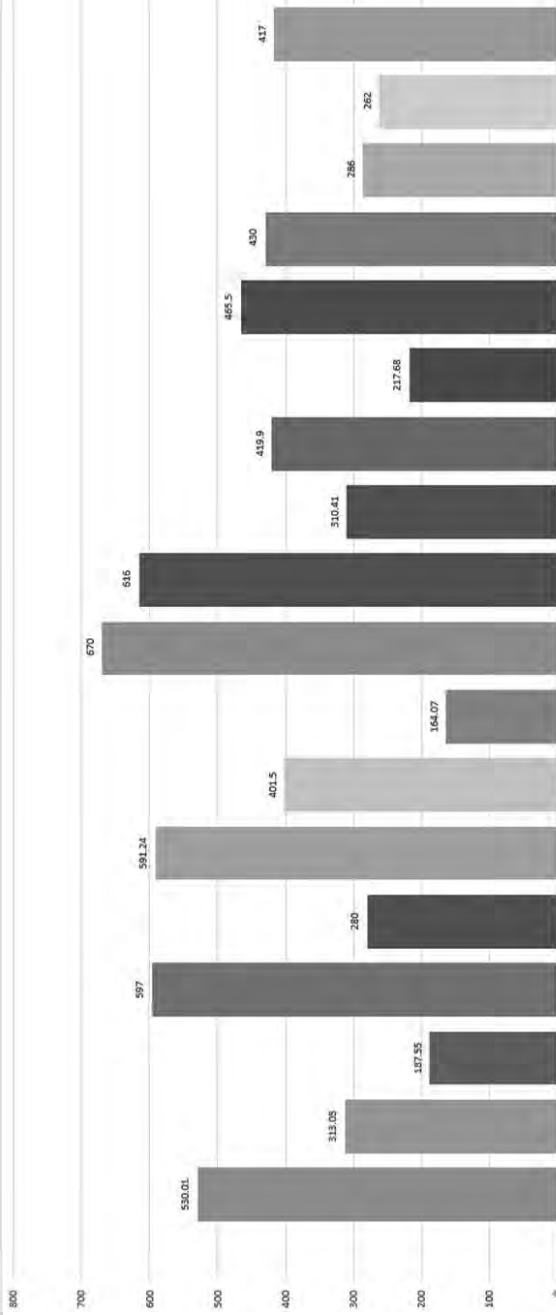
- *Expensive to build at OSU*
- *Unreliable estimates and cost overruns*
- *Customer “full vision/intent” shortfall*

Disparity between private sector and institutional construction costs:

- *OSU Building Standards*
- *OSU Process and Policies*
- *State Requirements*
- *Project Goals*

Where we want to be:

- *Aligned on multiple “appropriate” benchmarks at a detailed level*
- *Decisions are data driven between 1st cost and long-term TCO*
- *Ease of use toolsets*
- *Updateable/reusable assemblies and component pricing*



Goals :

18 "Go-By" Cost Models:

- Representative Building Types
- 14 Renovation Models
- 4 New Construction Models

PCS Models Contain:

- Detailed "discipline" costs
- Assembly detail
- Direct detailed mapping to RSMeans® Data



Goals :

18 “Go-By” Cost Models:

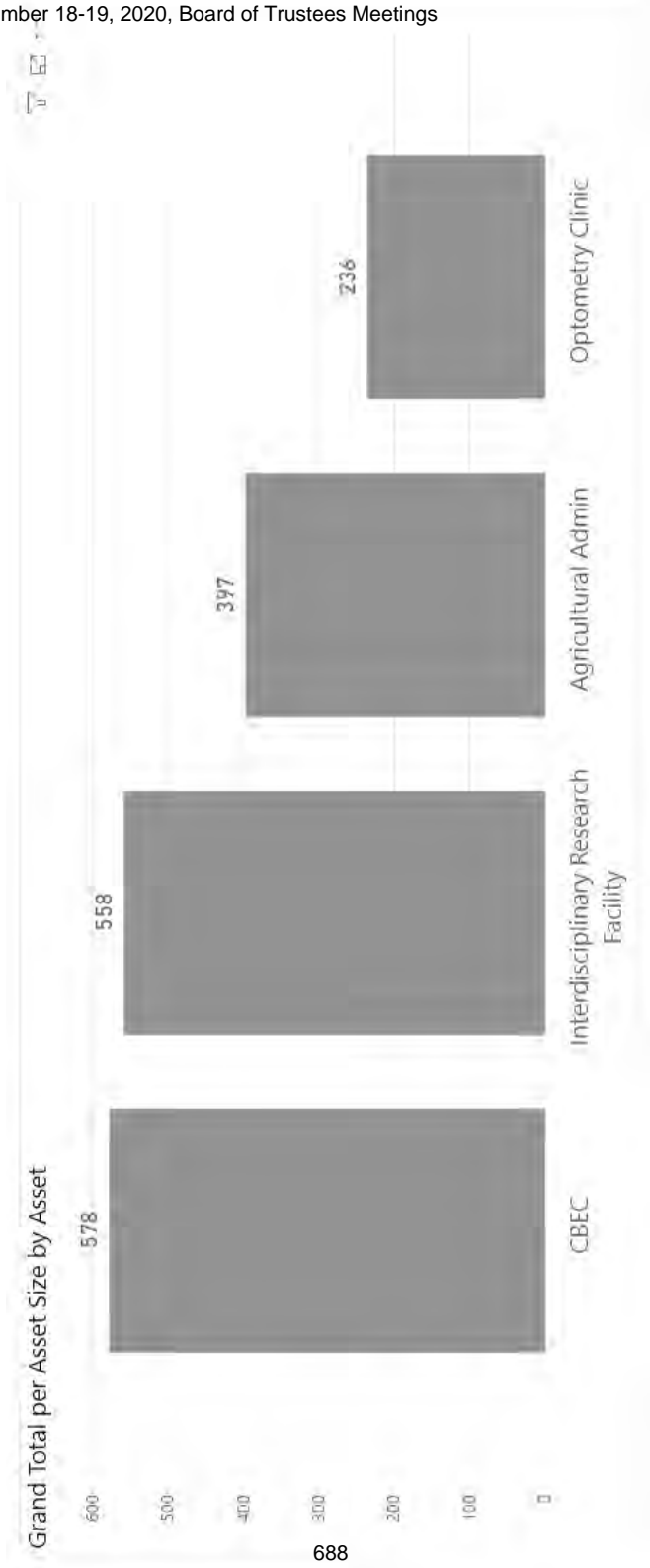
- *Representative Building Types*
- *14 Renovation Models*
- *4 New Construction Models*

PCS Models Contain:

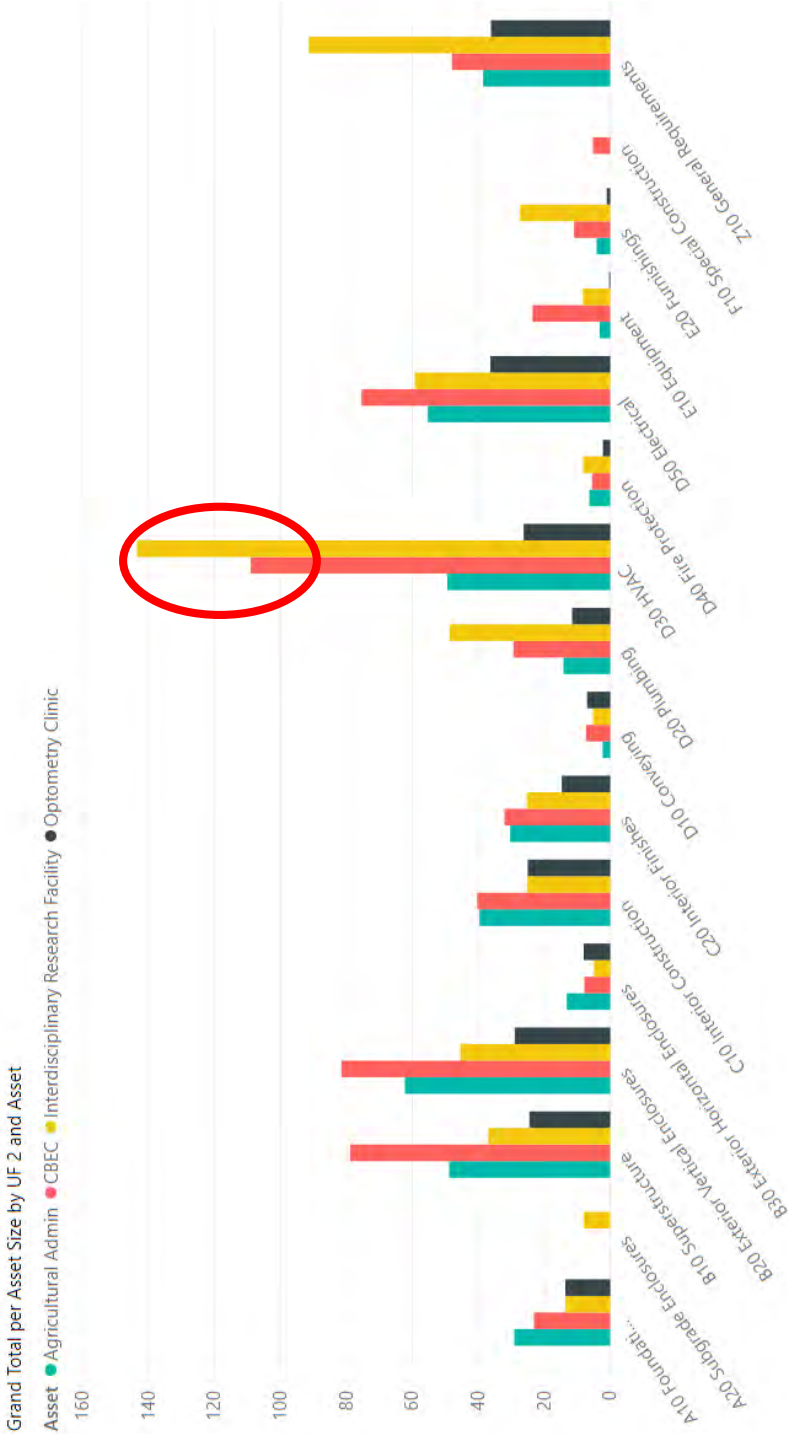
- *Detailed “discipline” costs*
- *Assembly detail*
- *Direct detailed mapping to RSMMeans® Data*

Progress – Framework for Development

November 18-19, 2020, Board of Trustees Meetings

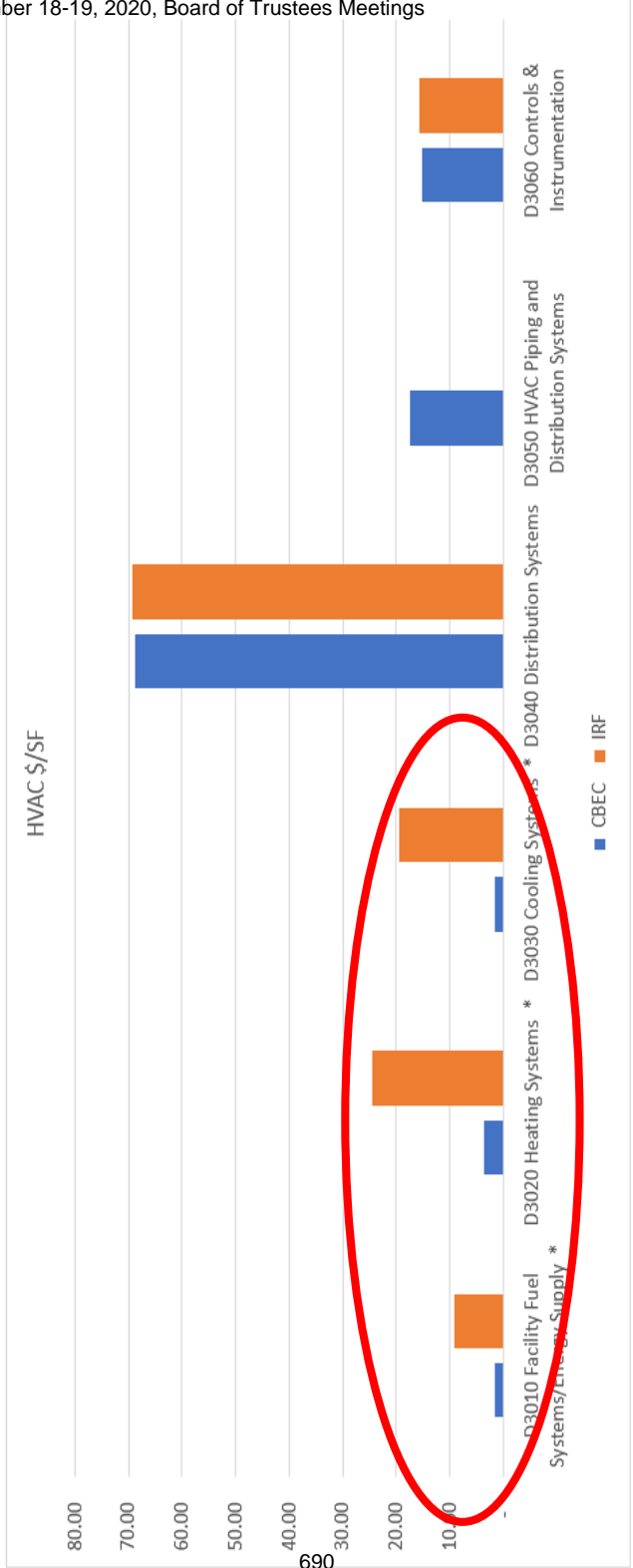


Progress – Framework for Development



Progress – Framework for Development

November 18-19, 2020, Board of Trustees Meetings





Evaluation:

Need accurate and updateable cost databases with shared data sets

- *New construction*
- *Major renovation*
- *Total Cost of Ownership (TCO)*
- *Deferred Maintenance Deficiencies (DMD)*
- *Current Replacement Values (CRV)*
- *Refresh*
- *Flex space/Move-management*
- *“Simple” interfaces for multiple user-levels*

Future State:

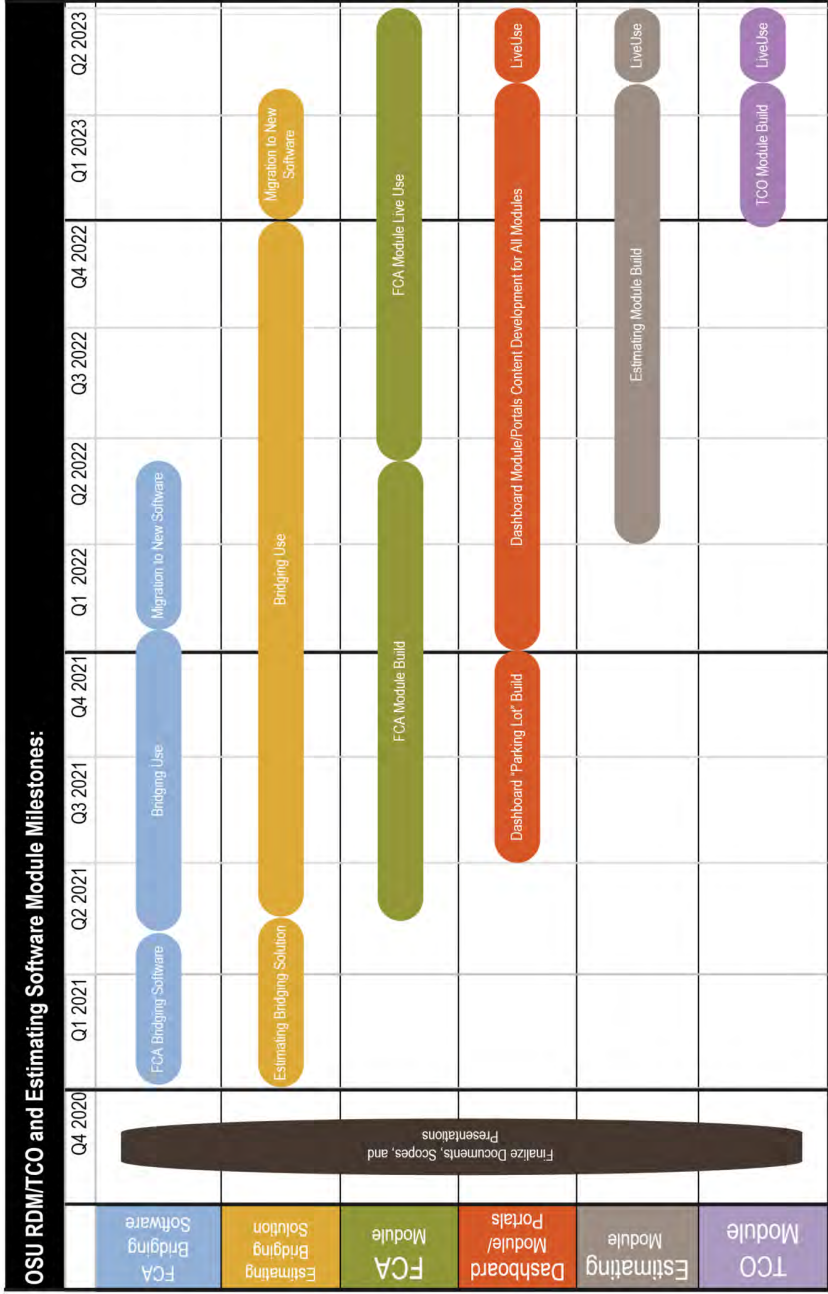
Interactive dashboards that digest multiple data sets and reports

- *Data Validation*
- *Estimate Tracking*

CANNONDESIGN

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Next Steps



Attachment XXXV

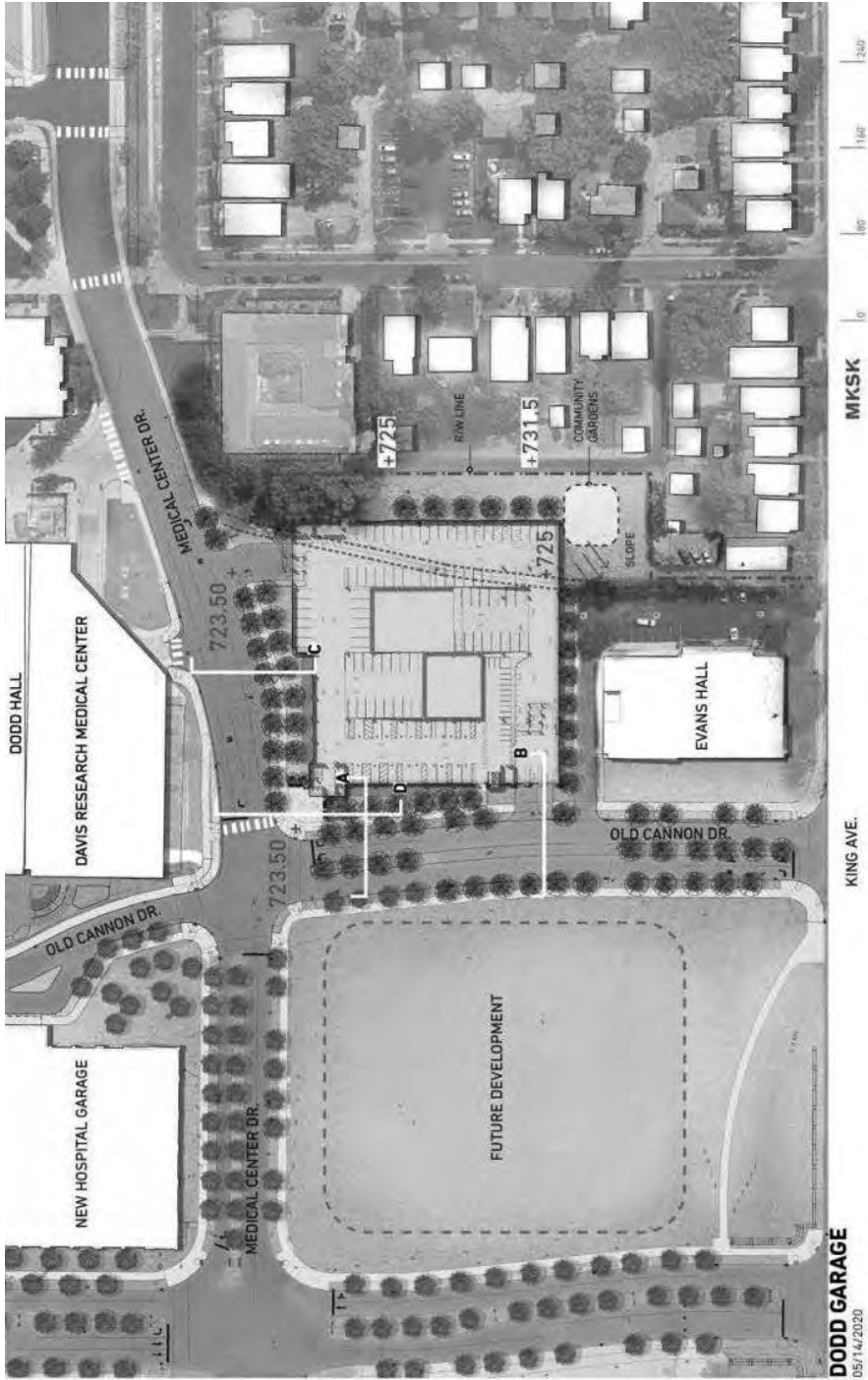


Dodd Parking Garage

OSU-200103

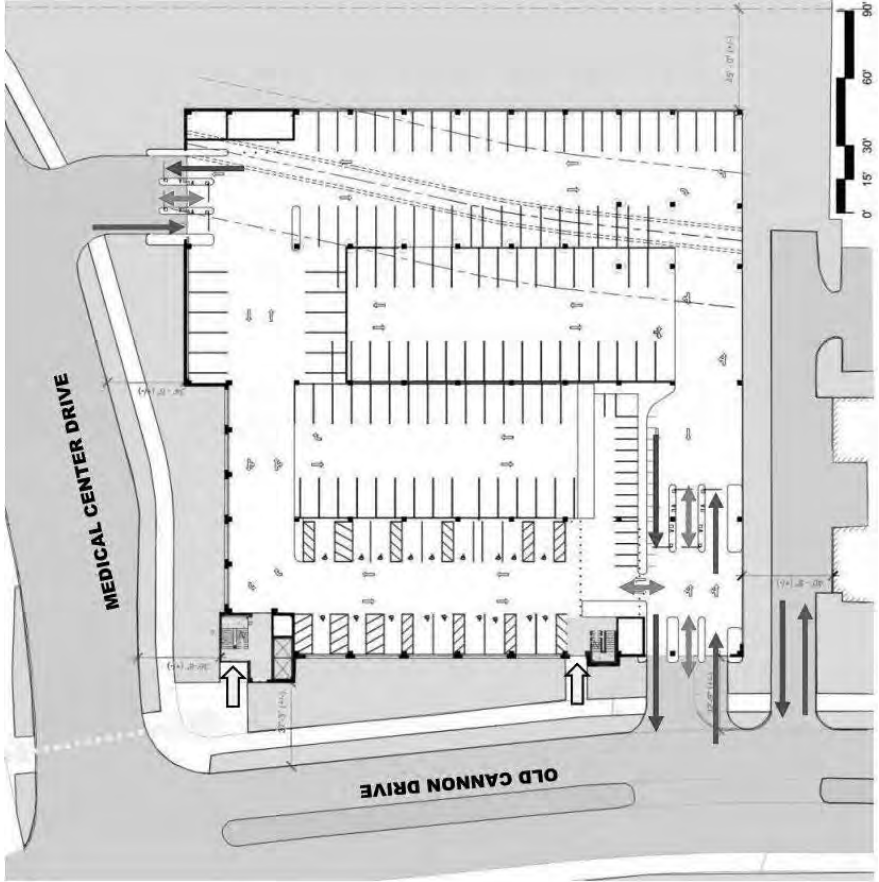
Dodd Garage – Site Plan and Context

November 18-19, 2020, Board of Trustees Meetings

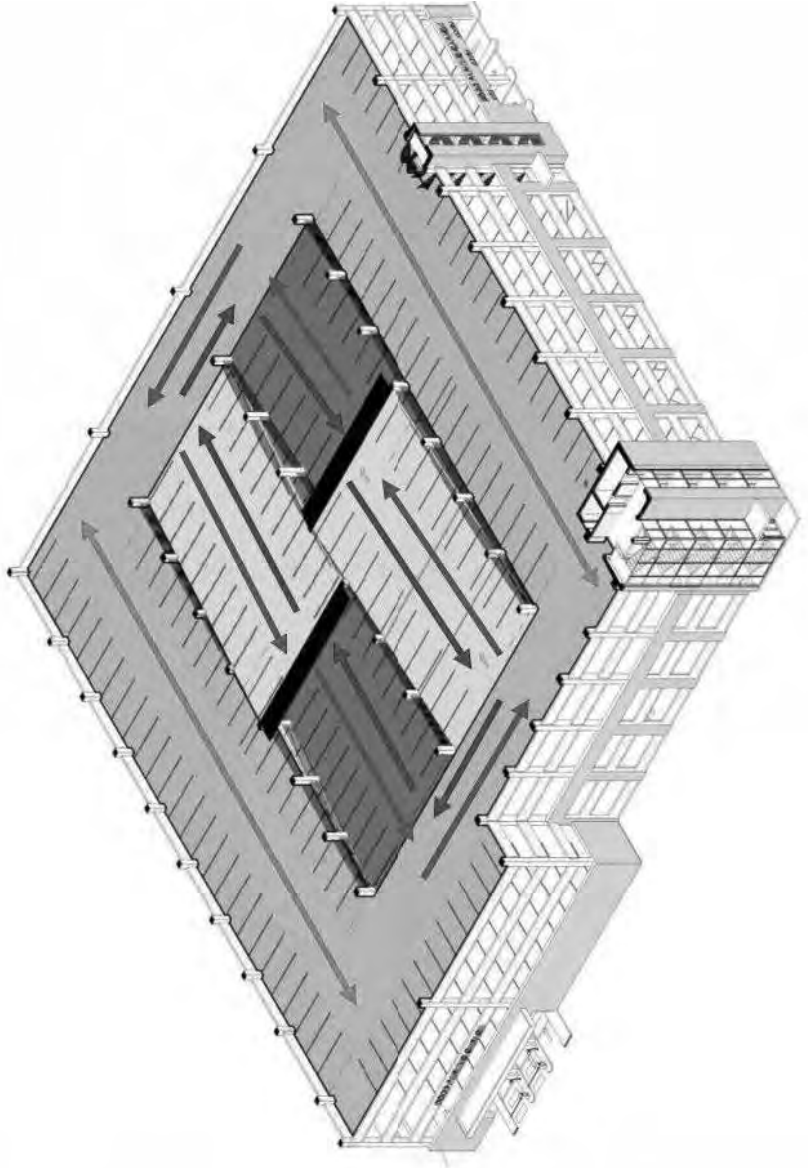




Vehicular and Pedestrian Entry and Exits



Axonometric Section – Vehicular Circulation



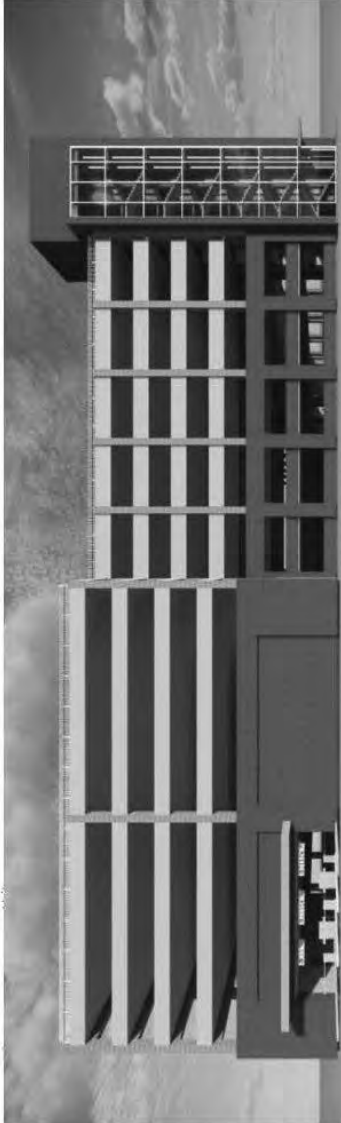
OSU 200103 – Dodd Parking Garage





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Board of Trustees

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Columbus, OH 43210-1388

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APPENDIX XXX

SUMMARY OF ACTIONS TAKEN

November 19, 2020 – Audit, Compliance & Finance Committee Meeting

Voting Members Present by Zoom Virtual Meeting:

John W. Zeiger
Brent R. Porteus
Erin P. Hoefflinger
Alexander R. Fischer

Elizabeth P. Kessler
Lewis Von Thaeer
Jeff M.S. Kaplan
James D. Klingbeil

Amy Chronis
Gary R. Heminger (ex officio)

Members Absent:

Hiroyuki Fujita

PUBLIC SESSION

The Audit, Compliance & Finance Committee of The Ohio State University Board of Trustees convened on Thursday, November 19, 2020, virtually over Zoom. Committee Chair John Zeiger called the meeting to order at 10:15 a.m.

Items for Discussion

1. **University Financial Scorecards:** Chief Financial Officer Michael Papadakis and Deputy CFO Kris Devine shared the scorecards from September 30, 2020, which looked at the first quarter of FY2021 for the consolidated entity, university-only and Wexner Medical Center. No metrics were coded as red (far below goal). On the consolidated entity scorecard, Total Revenue (excluding endowment performance), 1-Year Long-Term Investment Plan Return and 3-Year Long-Term Investment Plan Average Return were coded as yellow (below goal). On the university-only scorecard, Tuition & Fees and Summer Enrollment were coded as yellow. And on the medical center scorecard, Patient Admissions, Patients in Inpatient Beds, Patient Discharges, Emergency Department Visits, Adjusted Admissions and Expense/Adjusted Admit were all coded yellow.

(See Attachment XXXVI for background information, page 706)

2. **Audit Update:** This presentation gave a FY2020 audit wrap-up and covered the draft audited consolidated financial statements that are required to be submitted to the Auditor of the State of Ohio. Christa Dewire from PwC, the university's external auditor, also provided an update on the FY2020 External Audit results with no significant changes to the audit plan previously communicated to the committee.

(See Attachment XXXVII for background information, page 709)

3. **Shared Values Initiative:** Gates Garrity-Rokous, chief compliance officer for the university, gave a presentation that described the proposed set of shared values for Ohio State. These values are a core set of moral obligations and fundamental commitments that define what is obligatory and praiseworthy in pursuit of our land-grant mission. He also shared next steps for socialization and engagement across the university community and among leadership.

(See Attachment XXXVIII for background information, page 749)



Items for Action

4. Approval of Minutes: No changes were requested to the August 2020 committee meeting minutes; therefore, a formal vote was not required, and the minutes were considered approved.
5. Resolution No. 2021-64, Approval to Submit Audited Consolidated Financial Statements (DRAFT) to the Auditor of State

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 2019 and 2020 fiscal years, in accordance with accounting principles, generally accepted in the United States of America; 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 2019 and 2020 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 2019 and 2020 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 XXXIX for background information, page 876)



Items for Action (continued)

6. Resolution No. 2021-65, Approval of FY20 Progress Report on Ohio Task Force on Affordability and Efficiency in Higher Education Recommendations

Synopsis: Approval of Ohio State's FY20 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 FY20 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 XL for background information, page 986)



Items for Action (continued)

7. Resolution No: 2021-60, Approval to Enter Into/Increase Professional Services and Construction Contracts

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

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

	Prof. Serv. Approval Requested	Construction Approval Requested	Total Requested	
Cannon Drive Relocation – Phase 2	\$2.2M	\$46.4M	\$48.6M	University Debt Auxiliary Funds Partner Funds
Ross – OPR/OR Expansion	\$1.0M	\$8.7M	\$9.7M	Auxiliary Funds

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

	Construction Approval Requested	Total Requested	
Energy Advancement and Innovation Center	\$31.5M	\$31.5M	Partner Funds
Ross – OPR/OR Expansion	\$164.2M	\$164.2M	Auxiliary Funds

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

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

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the President and/or Senior Vice President for Business and Finance be authorized to enter into/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 XXXV for background information, page 865)



Items for Action (continued)

8. Resolution No. 2021-61, Authorization for Increase to WOSU Final Improvements

14th Avenue and Pearl Street, Columbus, Ohio

Synopsis: Authorization to allow WOSU to fund final improvements at the 14th Avenue and Pearl Street location of their new studio is proposed.

WHEREAS Resolution 2019-64 authorized The Ohio State University to enter into a lease with Redstone Realty Company, LLC, a wholly owned subsidiary of Campus Partners for Community Urban Redevelopment, for the construction and occupancy of a four-story building to house new studios for WOSU; and

WHEREAS such Resolution contained a condition that the consideration paid by the university to Redstone Realty Company, LLC, pursuant to the lease agreement, including pre-paid rent and tenant improvements, would not exceed \$29,000,000, which such amount was based upon preliminary estimates; and

WHEREAS pursuant to such Resolution, the parties entered into such lease on May 28, 2019; and

WHEREAS through the design and construction process and taking into account both savings as well as additions to the project budget, WOSU has determined that an additional \$3,500,000 is required to complete the project, so as to include and accommodate: increased labor costs, site conditions, specialized construction assemblies unique to broadcast and production environments, selected technology and other improvements; and

WHEREAS the funds necessary to meet the university's obligations under the lease are being provided through WOSU:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby authorizes the President and/or Senior Vice President for Business and Finance to approve funding, under and pursuant to the lease between The Ohio State University and Redstone Realty Company, LLC, including for pre-paid rent and tenant improvements, in an amount not to exceed \$32,500,000, on such terms and conditions as deemed to be in the best interest of the university.

(See Appendix XXXVI for background information, page 870)



Items for Action (continued)

9. Resolution No. 2021-62. Approval for Purchase of Real Property

0.06+/- Acres on West 11th Avenue
in Columbus, Franklin County, Ohio

Synopsis: Authorization to purchase real property located at 75 West 11th Avenue, Columbus, Franklin County, Ohio, is proposed.

WHEREAS The Ohio State University ("University") seeks to purchase 0.06+/- acres of improved real property located at 75 West 11th Avenue, Columbus, Ohio, identified as Franklin County tax parcel 010-021413-00 ("Property"); and

WHEREAS the Property is strategically located on the university's main campus; and

WHEREAS the Property is contiguous on all sides to land owned by the State of Ohio; and

WHEREAS the obligation of the University to purchase the Property is subject to and conditioned on the approval by the State of Ohio Controlling Board:

NOW THEREFORE

BE IT 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 the negotiated price. Title will be held in the name of the State of Ohio for the use and benefit of The Ohio State University and upon terms and conditions deemed to be in the best interest of the university.

(See Appendix XXXVII for background information, page 872)

10. Resolution No. 2021-63. Approval for Purchase of Real Property

1145 Olentangy River Road
in Columbus, Franklin County, Ohio

Synopsis: Authorization to purchase real property located at 1145 Olentangy River Road, Columbus, Franklin County, Ohio, is proposed.

WHEREAS The Ohio State University ("University") seeks to purchase improved real property located at 1145 Olentangy River Road in Columbus, Ohio, identified as Franklin County parcels 010-288228 and 010-288355 ("Property"); and

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

WHEREAS the property includes a four-story, 114,900± square foot building, known as the Stefanie Spielman Comprehensive Breast Center, which houses multi-specialty medical groups and an ambulatory out-patient radiation treatment center; and

WHEREAS the university currently leases the entire property under a lease, approved by the Board of Trustees in 2009 by Resolution 2009-49 ("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 July 21, 2020 ("Exercise Date"); and



Items for Action (continued)

WHEREAS the obligation of the university to purchase the property after exercising the option is subject to and conditioned upon approval of its Board of Trustees and the State of Ohio Controlling Board:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the Executive Vice President and Provost, the Senior Vice President for Business and Finance and Chief Financial Officer, and the Executive Vice President and Chancellor for Health Affairs, in consultation with the chair of the Audit, Compliance and Finance Committee and the chair of the Master Planning and Facilities Committee, are collectively authorized to take action required to effect the purchase of real property in the name of the state of Ohio for the benefit of The Ohio State University, upon terms and conditions deemed to be in the best interest of the university.

(See Appendix XXXVIII for background information, page 874)

Action: Upon the motion of Mr. Zeiger, seconded by Ms. Kessler, the committee adopted the motion for Authorization to Enter Into/Increase Professional Services and Construction Contracts by majority voice vote with the following members present and voting: Mr. Zeiger, Mr. Porteus, Mrs. Hoeflinger, Ms. Kessler, Mr. Klingbeil, Ms. Chronis and Mr. Heminger. Mr. Fischer, Mr. Von Thaeer and Mr. Kaplan abstained.

Action: Upon the motion of Mr. Zeiger, seconded by Mr. Von Thaeer, the committee adopted the remaining foregoing motions by unanimous voice vote with the following members present and voting: Mr. Zeiger, Mr. Porteus, Mrs. Hoeflinger, Mr. Fischer, Ms. Kessler, Mr. Von Thaeer, Mr. Kaplan, Mr. Klingbeil, Ms. Chronis and Mr. Heminger.

Written Reports

In the public session materials, there were three written reports shared for the committee to review:

- a. FY21 Interim Financial Report (See Attachment XXXIX for background information, page 755)
- b. Major Project Updates (See Attachment XL for background information, page 760)
- c. Corporate Engagement and Technology Commercialization Update (See Attachment XLI for background information, page 768)

EXECUTIVE SESSION

It was moved by Mr. Zeiger, and seconded by Mrs. Hoeflinger, that the committee recess into executive session to consult with legal counsel regarding pending or imminent litigation and to consider business-sensitive trade secrets required to be kept confidential by federal and state statutes.

A roll call vote was taken, and the committee voted to go into executive session, with the following members present and voting: Mr. Zeiger, Mr. Porteus, Mrs. Hoeflinger, Mr. Fischer, Ms. Kessler, Mr. Von Thaeer, Mr. Kaplan, Mr. Klingbeil, Ms. Chronis and Mr. Heminger.

The committee entered executive session at 10:52 a.m. and the meeting adjourned at 12:15 p.m.

Attachment XXXVI



November 2020 Board Meeting
FY 2021 | Through September

Consolidated Financial Scorecard (\$ in thousands)		FY21 YTD Actual	FY21 YTD Budget	Actual vs. Budget
A. Financial Snapshot (in thousands)				
1. Total Revenue excluding endowment performance	\$ 1,699,470	\$ 1,708,602		↔
2. Total Expenses	\$ 1,688,565	\$ 1,706,133		↓
3. Change in Net Assets	\$ 387,650	\$ 371,002		↑
4. Change in Net Assets excluding endowment performance	\$ 39,000	\$ 30,342		↑
5. Change in Net Financial Assets	\$ 417,880	\$ 125,000		↑
B. Institutional Financial Metrics				
1. Liquidity - Days Cash on Hand	219	120		↑
2. Actual Debt Service to Operations	3.0%	< 3.0%	FY21 Benchmark	↔
	FY21 Actual	FY21 Benchmark		Actual vs. Benchmark
3. Short Term Investment Pool Return	1.27%	1.10%		↔
4. Intermediate Investment Pool Return	4.54%	3.74%		↔
5. Fiscal YTD Long Term Investment Pool Return	6.28%	5.72%		↔
6. 1 Year Long Term Investment Pool Return	5.81%	9.84%		↓
7. 3 Year Long Term Investment Pool Average Return	4.46%	7.06%		↓
8. Credit Rating	AA1/AA	AA		↔

	Meets or exceeds goal	↑	Performance up
	Below goal	↔	No change in performance
	Far below goal	↓	Performance down



November 2020 Board Meeting




FY 2021 | Through September

University Financial Scorecard (\$ in thousands)		FY21 YTD Actual	FY21 YTD Budget	Actual vs. Budget
A. Revenue Drivers (in thousands)				
1. Tuition and Fees	\$ 208,239	\$ 214,603	↓	
2. Grants and Contracts (exchange)	\$ 202,195	\$ 202,488	↔	
3. Advancement Cash Receipts	\$ 35,958	\$ 35,735	↔	
4. State Share of Instruction	\$ 96,033	\$ 96,033	↔	
5. State Line Item Appropriations	\$ 20,992	\$ 20,992	↔	
6. Net Contribution from Auxiliary Enterprises	\$ (38,729)	\$ (38,640)	↔	
B. Financial Snapshot (in thousands)				
1. Total Revenue excluding endowment performance	\$ 797,646	\$ 740,185	↑	
2. Total Expenses	\$ 770,290	\$ 786,510	↓	
3. Current Net Margin	\$ 88,131	\$ 20,255	↑	
4. Change in Net Assets	\$ 382,170	\$ 316,742	↑	
5. Change in Net Assets excluding endowment performance	\$ 116,226	\$ 48,128	↑	
C. Performance Metrics (Columbus Campus only)				
1. Enrollment - summer	21,183	21,783	↓	
2. Credit Hours - summer	146,152	143,462	↑	

	Meets or exceeds goal	↑	Performance up
	Below goal	↔	No change in performance
	Far below goal	↓	Performance down

MEDICAL CENTER FINANCIAL PERFORMANCE		FY21 YTD Actual	FY21 YTD Budget	Current Status
A. Revenue Drivers				
1. Patient Admissions		15,894	15,993	↑
2. Patients in Inpatient Beds		19,669	20,031	↑
3. Patient Discharges		15,903	15,909	↔
4. Total Surgeries		12,503	11,869	↑
5. Outpatient Visits		522,461	510,991	↑
6. ED Visits		28,918	29,256	↑
B. Activity Metrics				
1. Adjusted Admissions		32,712	33,404	↑
2. Operating Revenue / Adjusted Admit		\$ 26,319	\$ 25,426	↑
3. Expense / Adjusted Admit		\$ 23,363	\$ 22,909	↑
C. Financial Snapshot (in thousands)				
1. Operating Revenues		\$ 860.9	\$ 849.3	↑
2. Total Expenses		\$ 764.3	\$ 765.3	↔
3. Gain from Operations		\$ 96.7	\$ 84.1	↑
4. Excess Revenue Over Expenses		\$ 62.6	\$ 49.8	↑
D. Performance Metrics				
1. Operating EBIDA Margin		17.1%	15.8%	↑
2. Days Cash on Hand		237.8	131.6	↑
3. Debt Service Coverage		7.73	7.11	↑

LEGEND

	Meets or exceeds goal	↑	Performance up
	Below goal	↔	No change in performance
	Far below goal	↓	Performance down

Attachment XXXVII



Date: October 26, 2020
To: The Ohio State University Audit, Compliance and Finance Committee
From: Christa Dewire, Audit Partner
Subject: External Audit – FY20 Audit Results

Purpose

To report to the Committee on the status and results of the external audit of the University's financial statements as of and for the fiscal year ended June 30, 2020, as well as share certain Committee-level communications required by professional auditing standards.

Committee Action

No action needed.

Executive Summary

- We will have substantively completed our audit procedures by November 19, 2020 and expect to issue unqualified opinions on the financial statements of the University.
- Materiality thresholds were updated. There were no significant changes to our planned audit strategy or significant risks; nor were there significant findings in procedures performed over significant risk areas. There were no significant unusual transactions identified during our audit.
- There were no significant changes in the estimation methodology used by management in relation to its valuation of particularly sensitive estimates.
- Key events/transactions and other areas of focus in the current year included:
 - Receipt of Higher Education Emergency Relief Funds and Provider Relief Funds in conjunction with the CARES Act, as well as receipt of advance payments under the Medicare Accelerated and Advance Payment Program.
 - Temporary relief to governmental entities provided via postponement of effective dates of certain new GASB accounting standards in light of the COVID-19 pandemic.
 - Effective hedge accounting in relation to forward starting interest rate swaps entered into in anticipation of a future debt refunding.
 - Change in discretely presented component unit (SciTech)
- There was one unadjusted misstatement identified by management in relation to the fair value of alternative investments reflected one quarter in arrears. This is a recurring item, due to a management decision to improve operational efficiencies associated with the year-end close process. The net impact was deemed immaterial. There was also an out of period adjustment reflected in the current year results related to the correction of errors in prior period consolidations of a university affiliate. We agree with management's conclusions surrounding the immateriality of uncorrected misstatements.
- Other matters we are required to bring to the Committee's attention are included within our materials.

Tomorrow's audit, today

Report to the Audit, Compliance and Finance Committee

FY20 audit results

The Ohio State University
November 19, 2020



CONFIDENTIAL

Tomorrow's audit, today: your results

October 26, 2020

Dear Members of the Audit, Compliance and Finance Committee of The Ohio State University:

We are pleased to submit our Report to the Audit, Compliance and Finance Committee related to the results of our FY20 audit of The Ohio State University's (the "University") financial statements. Our report includes an update on the status of our audit, a summary of the results of our audit work and other required communications. We've also taken the opportunity to highlight how our technology and people-driven approach is delivering enhanced quality and other key benefits like greater customization, time-savings and insights from the audit.

This report has been prepared in advance of our meeting and prior to the completion of our procedures. Other matters of interest to the Audit, Compliance and Finance Committee may arise, which we will bring to your attention at our meeting.

We look forward to presenting this report, addressing your questions and discussing any other matters of interest. Please feel free to contact me at (201) 738-6553 or christa.l.dewire@pwc.com with any questions you may have.

Very truly yours,



Christa L Dewire
Engagement Partner

PricewaterhouseCoopers LLP, 41 South High Street, 25th Floor, Columbus, OH 43215-6101
T: (614) 225 8700 F: (614) 224 1044

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exceptional
quality

Through our
unique
combination
of people and
technology

Rooted in our core values



Make a difference



Work together



Reimagine the possible



Care



Act with integrity



What's inside

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Status of our audit (as of Oct 26th)	8
Audit risks and results	9
Other required communications	17
Appendices	
Appendix I – Draft audit reports	
Appendix II – Draft management representation letter	
Appendix III – Status of other audit deliverables	

This report and the information that it contains is intended solely for the information and use of the Audit, Compliance and Finance Committee or management, if appropriate, and should not be used by anyone other than these specified parties.



Auditing smarter (not just auditing)

Tomorrow's audit, today

The optimal blend of people and technology, along with the application of well-reasoned professional judgement, allows us to deliver an audit that's tailored to your business. With our powerful integrated suite of technology tools, your digitally savvy team enhances the quality of your audit and makes it more consistent and less burdensome for your people.

People-powered

Audit and digital IQ combined to deliver exceptional service

Efficient

Less data preparation, less disruption, saves you time

Customized

Automations incorporating judgment tailored specifically to your audit

Precise

Enhanced quality, relevant audit plans, focused testing

Transparent

A real-time view across the organization like never before

Insightful

Relevant insights into your business as a result of the audit

Highlights



Status of the audit

- Substantially completed our audit of the University's financial statements pending the following:
 - Completion of subsequent event procedures
 - Receipt of signed management representation letter (Appendix II)
- Expect to issue unqualified opinions on the financial statements upon approval of the Committee
 - Draft audit reports in Appendix I
- Status of other audit/attest deliverables in Appendix III



Significant changes to audit plan

- Updated materiality thresholds
- No significant changes to the audit plan previously communicated to the Committee



Audit findings

- One unadjusted misstatement identified by management in relation to the fair value of alternative investments reflected one quarter in arrears.
 - Recurring item, due to a management decision to improve operational efficiencies associated with the year-end close process
 - Deemed immaterial
- An out of period adjustment reflected in the current year results to correct errors in prior period consolidations of a university affiliate – also deemed immaterial.
- No significant audit findings or exceptions in areas deemed to be significant risks for purposes of our audit
- Control deficiencies identified in conjunction with the audit will be communicated to management in writing.

Highlights



Key events and transactions

- Receipt of Higher Education Emergency Relief and Provider Relief Funds in conjunction with the CARES Act, as well as receipt of advance payments under the Medicare Accelerated and Advance Payment Program.
 - Revenue recognition/accounting for funds/advance and related financial statement disclosures reviewed and deemed appropriate
 - Aspects of CARES Act funding to be subjected to Uniform Guidance compliance testing in coming months (guidance expected to be received in November)
- Temporary relief to governmental entities provided via postponement of effective dates of certain new GASB accounting standards in light of the COVID-19 pandemic
- Effective hedge accounting in relation to forward starting interest rate swaps entered into in anticipation of a future debt refunding
- Change in discretely presented component unit (SciTech)
- No significant unusual transactions outside the normal course of business



Other required communications

- No significant changes in management's process to determine sensitive estimates subject to management judgment
- No new or changes in significant accounting policies and practices and none noted in controversial or emerging areas or areas for which there is a lack of authoritative guidance or consensus or diversity in practice
- No matters to report with respect to our independence
- No matters to communicate with respect to illegal acts, fraud or non-compliance with laws and regulations
- No uncertainties with regard to University's ability to continue as a 'going concern'
- No disagreements with management or difficulties encountered during the audit



Audit results

Status of our audit (as of October 26th)

Significant changes to the audit plan

We presented our planned audit approach, including our preliminary risk assessment, and related scoping considerations to the Audit, Compliance and Finance Committee on June 4, 2020.

Throughout the audit we continuously evaluate the appropriateness of our audit strategy.

Current year materiality thresholds were updated based on quantitative and qualitative considerations, resulting in the following:

FY 20	Primary Institution	Discretely Presented Component Units
Overall Materiality	\$195 M	\$11.5M
De Minimis Materiality	\$19.5M	\$1.15M

There were no significant changes to the planned audit approach.

Remaining items to complete

We are substantially complete with our audit of the University financial statements, pending final approval of the financial statements and completion of the following:

- Subsequent events procedures; and
- Receipt of management's signed representation letters

Our Uniform Guidance testing is in progress, however the direct cost testing performed for purposes of the compliance report and leveraged for purposes of our University financial statement audit is complete.

Audit report

We expect to issue our unqualified report on the financial statements of the primary institution and of the aggregate discretely presented component units, which collectively comprise the University on or around November 19th. Drafts of our audit reports are included in Appendix I.

The status of all other PwC deliverables is included in Appendix III.

To the extent there are significant updates to these communications subsequent to submission to the Committee, but prior to our report release date, we will update the Committee verbally during the November meeting.

Audit risks and results

Significant Risk – Management Override of Controls

No audit findings or exceptions noted.

Significant Risk – Valuation of Unpaid Revenue⁽¹⁾

No audit findings or exceptions noted.

Significant accounting policies and practices – initial adoption or change

The University's significant accounting policies are detailed in section "Significant Accounting Policies" in the financial statements. There are no accounting policies that are atypical for public universities.

There were

- No significant changes in accounting policies and practices or their application in the current period.
- No accounting policies related to controversial or emerging areas or areas for which there was a lack of authoritative guidance or consensus or diversity in practice that affect the financial statements or disclosures of significant accounting policies.
- No significant or unusual transactions in the current year.

During the year ended June 30, 2020, the University adopted GASB Statement No. 95, *Postponement of the Effective Dates of Certain Authoritative Guidance*. This Statement - which is intended to provide temporary relief to governments in light of the COVID-19 pandemic - extends the effective dates of certain accounting and financial reporting provisions in Statements and Implementation Guides that were first effective for reporting periods beginning after June 15, 2018. The requirements of this Statement are effective immediately.

- As a result, there were no new accounting standards implemented in the current year.

⁽¹⁾ Represents significant risk associated with fraud or error/misstatement in the valuation of contractual allowance and bad debt reserves, components of net patient service revenue

Reimagining the possible on your audit:

- Halo for Journal Entries

Audit risks and results

Particularly sensitive accounting estimates – Patient Accounts Receivable and Related Allowances and Net Patient Service Revenue

Description of estimate

Reported patient revenues represent 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.

Significant inputs / assumptions

Models utilize historical results to arrive at best estimates of future collections, giving consideration to changes to existing agreements, recent trends, and the aging and composition of unpaid receivables.

Management's process for developing estimates

Management utilizes models to determine the necessary contractual allowance and bad debt reserves. Management's estimates for contractual and bad debts allowances are based on historical cash collections and adjustments compared to revenue over a rolling twelve month period disaggregated by major payor class (Health System) and historical cash collections and adjustments over a twelve month period compared to prior period Patient Accounts Receivable, adjusted for significantly aged receivables, disaggregated by physician practice (OSUP). Management also performs a look-back analysis of contractual and bad debt allowances established at the end of the prior fiscal year.

Audit response

We performed walkthrough procedures to update our understanding of management's reserve methodology; testing over management's contractual allowance and bad debt reserve models as well as qualitative or top-side adjustments made to modeled results; and risk assessment analytical procedures. In addition, we obtained and reviewed management's hindsight analysis on prior year net A/R, which was compared to payments received through June 30, 2020, and performed additional subsequent cash analysis on the June 30, 2020 net A/R balance, in order to obtain further substantive evidence over the adequacy of the current year reserves.

Financial Statement impact at June 30, 2020

Health System:

- \$337.8M of net patient accounts receivable (net of \$408M of contractual allowances and \$65M of bad debt)
- \$3,094M net patient service revenue less provision for bad debts

OSU Physicians:

- \$40.9M net patient care receivables (net of \$66.2M of contractual allowances and \$6.7M of bad debt)
- \$375.9M net patient service revenue less provision for bad debts

Reimagining the possible on your audit:

- Use of automations to aggregate significant amounts of patient revenue and A/R data to provide for a more efficient testing approach.

Audit risks and results

Other Areas of Focus – Valuation of Alternative Investments

Description of estimate

Fair values for alternative investments which include real assets, hedge funds and private equity are generally measured using the net asset value (“NAV”) provided by the associated external investment manager/general partners and reviewed by the university using the most recent audited and unaudited financial statements available.

Balance and/or income statement impact at June 30, 2020

\$557.2M Real Assets
 \$504.9M Hedge Funds
 \$1,445.7M Private Equity

Total Alternative Investments \$2,507.8M

Reimagining the possible on your audit:

- Use of firm Center of Excellence (CoEs) to drive efficiency and consistency in executing audit procedures related to the valuation of debt and equity securities.

Significant inputs / assumptions

Inputs into the valuation include reported Net Asset Values (“NAV”), as well as audited and unaudited financial statements of the underlying funds/vehicles.

Management’s process for developing estimates

In order to facilitate a timely year-end close, management utilizes March 31st reported NAVs – adjusted for cash flows and distributions between March 31st and June 30th -- to initially estimate the fair value of alternative investments as of June 30th. Management tracks changes in NAV as reported by the various fund managers as of June 30, and if the difference between estimated fair value and reported fair value is material in aggregate, an adjustment would be recorded. Management relies on the fair values as reported within the investee’s audited financial statements when available in determining fair value. These audited financial statements’ period ends generally do not align with the University’s June 30th year-end, nor are the values within necessarily US-GAAP based. Therefore, additional analysis is performed by management to gain comfort over the reported values. Management has not historically made adjustments to or introduced additional estimation to the reported fair values for these investments. In addition management has certain monitoring controls and due diligence processes in place with respect to the back offices of relevant fund managers. Service organization reports are obtained for third parties responsible for custody services and tracking of investment activities.

Audit response

We performed walkthrough procedures to update our understanding of management’s valuation process and performed tests of relevant key controls. We confirmed specific information directly with the fund managers as of June 30th, including the University’s period end capital balance, percentage ownership, unfunded commitments, fund NAV and related accounting framework utilized to determine NAV, as well as year-to-date fund activity (capital calls and disbursements) throughout the period. We also performed procedures in regard to the quantification of the identified misstatement.

Audit risks and results

Other areas of focus

Pension and other post-employment benefit (OPEB) liabilities

GASB Statement No. 68 ("GASB 68") and GASB Statement No. 75 ("GASB 75") require employers (such as the University) that participate in cost-sharing, multi-employer plans to recognize their proportionate share of net pension and net other post-employment benefit (OPEB) liabilities of the plan.

The University participates in two such plans, the State Teachers Retirement System of Ohio (STRS) and the Ohio Public Employees Retirement System (OPERS). A proportionate share of the net pension and OPEB liabilities is allocated to the University, based on retirement plan contributions for University employees. The University's proportionate share of these liabilities are as follows:

(in 000's)	Net Pension Liability/(Asset)			OPEB Liability/(Asset)		
	STRS	OPERS	Total	STRS	OPERS	Total
All State employers*	\$22,114	\$19,553		(\$1,656)	\$13,813	
University's share	4.7%	10.2%		4.7%	10.4%	
University's allocation	\$1,040	\$1,985	\$3,025	(\$78)	\$1,437	\$1,359

Although changes in 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. Total pension and OPEB expense, including employer contributions, was \$808.4M for the year ended June 30, 2020.

Management is not responsible for the determination of the above liabilities, nor is University management responsible for assessing the reasonableness of the assumptions utilized in this determination. Management's recognition of the liability is based on allocation schedules and reports provided by the State Plans, which are subject to audit by the State Plans' independent audit firm.

As the University (or 'employer's') auditor, it is our responsibility to audit the employer's financial statements and, therefore, we are responsible for determining the sufficiency and appropriateness of audit evidence necessary to reduce audit risk to an appropriately low level. Our audit procedures with respect to these liabilities focused on assessing the competency and objectivity of the plan auditor; agreeing management's schedules to the retirement systems' allocation schedules; recalculating the allocation percentage; recalculating the net pension liability/expense and reviewing management's disclosures.

*Note that the state plan measurement dates differ from the University's fiscal year-end. The measurement date for STRS-Ohio is June 30, 2019. The measurement date for OPERS is December 31, 2019.

Audit risks and results

Other areas of focus

CARES Act Funding

The Coronavirus Aid, Relief, and Economic Security (CARES) Act – which was enacted March 27, 2020 in response to the COVID-19 outbreak – includes provisions to provide support to individuals, companies and non-profit institutions in the form of loans, grants, tax changes and other types of relief. CARES Act Provider Relief Funds were distributed for lost revenues and healthcare related expenses due to operational changes to prepare for treating patients with COVID-19.

During fiscal year 2020, the University received Higher Education Emergency Relief Funds of \$14.8M to provide emergency financial aid to students to mitigate the impacts of lost revenue and additional technology expenses associated with moving to online education. Amounts provided to the university under CARES Act grant programs are recognized as non-operating revenues in the Statement of Revenues, Expenses and Changes in Net Position as eligibility requirements are met.

The Health System and OSU Physicians received and recognized \$143.3M and \$11.8M in non-operating revenue, respectively, related to CARES Act Provider Relief Funds, taking into consideration information available at June 30, 2020 based upon laws and regulations governing the funding as well as interpretations issued by the U.S. Department of Health and Human Services (HHS).

On September 19, 2020, HHS issued new reporting requirements for the Provider Relief Funds, which were subsequently revised on October 22, 2020. Under the guidance issued on October 22, 2020, after reimbursing healthcare related expenses attributable to coronavirus that were unreimbursed by other sources, providers may use the remaining Provider Relief Funds to cover any lost revenues, measured as a negative change in year-over-year actual revenue from patient care related sources. Due to these new reporting requirements there is a possibility that amounts recorded under CARES Act Provider Relief Funds may change in future periods. As this guidance was issued well after the University's year-end, management has concluded that this is an unrecognized (i.e., Type II) subsequent event that does not impact amounts recorded in the June 30, 2020 financial statements. The University has made additional footnote disclosure in the financial statements regarding this guidance.

Audit response

We performed tests of details in relation to Provider Relief Fund cash received and obtained an understanding of the assessment management performed in support of the related revenue recognized in the current year based on an interpretation of the guidance available as of June 30, 2020. Additionally, we reviewed the most recent publications and guidance set forth from HHS and concur with management's conclusion that this is a "Type II" subsequent event.

Certain of the CARES funds are subject to OMB Uniform Guidance audit compliance testing which will be performed in the coming months conjunction with our Uniform Guidance report.

Audit risks and results

Other areas of focus

Medicare Advance Payment Program

The Health System and OSU Physicians received advance payments under the Medicare Accelerated and Advance Payment Program totaling \$274.9M and \$12.6M, respectively. Amounts provided are considered short-term loans and are reported as current liabilities in the Statement of Net Position as the Health System and OSU Physicians had previously planned to repay the funds in fiscal 2021.

The Continuing Appropriations Act, 2021 and Other Extensions Act was signed into law on October 1, 2020 and as part of the legislation, the recoupment period was extended up to 29 months after the initial payments were issued.

Audit response

We performed tests of details in relation to the cash received in regard to the advance and reviewed the financial statement presentation. The October 1st extension was appropriately disclosed in the footnotes to the financial statements.

Forward Starting Interest Rate Swaps

In connection with the anticipated refunding of the university's Series 2013A Special Purpose General Receipts Bonds in June 2023, the university has entered into two forward-starting pay fixed/receive floating interest rate swap agreements to convert all or a portion of the associated variable rate debt (anticipated June 2023) to synthetic fixed rates to protect against the potential of rising interest rates. To determine whether the swap agreements are considered effective, management reviewed the consistent critical terms criteria set forth in GASB 53. The swap agreements are considered to be hedging instruments and are reflected at fair value (\$6.6M) within other noncurrent liabilities. The fair value of these swaps generally represents the estimated amount that the university would pay to terminate the swap agreements at the statement of net position date taking into account market interest rates as of June 30, 2020. The valuation inputs used to determine the fair value of these instruments rely on observable inputs other than quoted market prices. Changes in the fair value of these swaps are reflected within deferred outflows.

Audit response

We obtained the related swap agreements and reviewed management's technical accounting analysis in support of the effective hedge designation in relation to the criteria outlined within GASB 53. We also reviewed the financial statement presentation and disclosures associated with these positions.

Audit risks and results

Other areas of focus

Change in Discretely Presented Component Units

Effective March 2020, the Science and Technology Campus Corporation (SciTech) adopted an Amended and Restated Code of Regulations which included new provisions on board composition and reserved powers for directors appointed by the university. As a result of these changes, SciTech is considered to be fiscally dependent on the university and is now subject to inclusion within the university's financial reports as a discretely presented component unit.

The cumulative effect of this change in the reporting entity was a \$16.6M increase in net position for the university's discretely presented component units as of July 1, 2018. Prior period (2019) comparatives within the University's financial statements and footnotes have also been restated to reflect SciTech was a discretely presented component unit.

Audit response

We obtained and reviewed management's assessment with respect to the accounting for SciTech given the changes noted above. In addition, we performed specified audit procedures in relation to SciTech's property, plant and equipment and tied restated prior year disclosures to supporting schedules.

Tomorrow's audit, today. Delivered.

Five powerful platforms. Scaled. Explore how we've delivered enhanced—quality, insights, value to your audit

Acceleration Centers

We continue to increase utilization of our Acceleration Center, delivering even more people + tech pairings to serve all of your audits, so your local team can focus on judgment and matters that are unique to your business.

Halo

To assess your risks, our Halo tools enabled us to spot anomalies or new trends in journal entry data. We then brought them to life through data visualization tools so we can see beyond numbers on a page. Together, these tools enabled us to target test and unlock new value and analysis related to critical audit areas.

Aura

Across all of your audits, we use PwC's Aura auditing platform. This single source enables us to develop a more targeted audit plan that captures risk levels, controls reliance and substantive testing.

Connect

We use the Connect platform to track audit progress in real-time and enhance project management. Reporting out of connect is utilized during our status meetings with management.

Innovation

Firm Software Audit Tools - technology solutions used by our engagement team to examine, sort, filter, and analyze transactions and financial data used as audit evidence and which generate results that supplement our auditor judgment.



Other required communications

Other required communications

Matter to report	No	Yes	Comments
Independence re-evaluation	✓		There were no independence matters that occurred or were identified subsequent to June 4, 2020, the date of our most recent independence communication to the Audit Committee.
Material uncertainties related to events and conditions (specifically going concern)	✓		There were no conditions and events that we identified that indicate that there is substantial doubt about the University's ability to continue as a going concern.
Other information in documents containing audited/reviewed financial statements	✓		We did not identify any information that was materially inconsistent with the information in the financial statements.
Disagreements with management	✓		There were no disagreements with management
Consultation with other accountants	✓		We are not aware of any consultations management has had with other accountants about significant accounting or auditing matters.
Difficulties encountered during the audit	✓		There were no significant difficulties encountered during the audit. There were no limitations on the system-wide audit including where our access to information at a component was restricted.
Other material written communications		✓	In accordance with our engagement letter, we provide the Committee with copies of all material written communications between us and the University. See Appendix II for draft management representation letter. Final signed copy of the letter will be shared with the Committee Chair.
Fraud	✓		We did not identify any potential or known fraud involving management, employees who have a significant role in the internal control structure or which could be material to the financial statements.
Illegal acts	✓		We did not identify any potential or known illegal acts.

Other required communications

Matter to report	No	Yes	Comments
<p>Identified Misstatements</p>		<p>✓</p>	<p>Identified misstatements include those that are uncorrected misstatements related to accounts and disclosures that the auditor presented to management and corrected misstatements, other than those that are clearly trivial, related to accounts and disclosures that might not have been detected except through the auditing procedures performed.</p> <p>There were no corrected misstatements, other than those that are clearly trivial, identified by PwC as a result of auditing procedures performed.</p> <p>The following uncorrected misstatements in excess of the established de minimis threshold (\$19.5 million) was identified by management related to the Primary Institution:</p> <ul style="list-style-type: none"> • Understatement of Long-term investment portfolio and current year unrealized gains of \$74.2M due to management's established estimation methodology for alternative investments (specifically the utilization of a reported NAV one quarter in arrears). • This is in large part offset by the impact of the same misstatement in the prior year, which was recorded as an out of period adjustment in the current year (a \$55.4M understatement in unrealized gains in the prior year, resulting in an overstatement of unrealized gains reflected in the current year) • The net impact of the two is a \$18.8M understatement in the LTIP investments and unrealized gain in fiscal 2020. • An out of period adjustment was recorded in the current year financials to correct errors in prior period consolidations of a university affiliate. This resulted in a \$25.4M overstatement of non operating expense in the current year. <p>Management determined the impact of the above to be both quantitatively and qualitatively immaterial to both the current and prior year financial statements. We agree with management's conclusions. See Appendix II for additional detail.</p>
<p>Control Deficiencies</p>		<p>✓</p>	<p>We did not identify any material weaknesses as a result of our audit procedures at the University level.</p> <p>Control deficiencies will be communicated to management in writing.</p> <p>Any significant deficiencies or material weaknesses identified at the stand-alone financial statement level for audited components or affiliates will be communicated to the Committee in January 2021 (upon completion of those audits).</p>

Other required communications

Matter to report	No	Yes	Comments
Non-compliance with laws and regulations	✓		We did not identify any instances of non-compliance with laws and regulations
Significant unusual transactions	✓		We did not identify any significant or unusual transactions.
Alternative accounting treatments	✓		We did not identify any alternative treatments permissible under US GAAP for accounting policies and practices related to material items, including recognition, measurement, and presentation and disclosure.
Other matters	✓		There were no other matters arising from the audit that are significant to the oversight of the University's financial reporting process.
Departure from Standard Report	✓		We anticipate issuing unqualified reports in relation to the University's financial statements. See Appendix I for drafts of these reports.
Quality of the company's financial reporting	✓		<p>We have performed an evaluation of whether the presentation of the financial statements and the related disclosures are in conformity with the applicable financial reporting framework, including our consideration of the form, arrangement, and content of the financial statements (including the accompanying notes). We did not identify any instances of non conformity.</p> <p>We have evaluated management's anticipated application of accounting pronouncements that have been issued but are not yet effective and might have a significant effect on future financial reporting. We do not have any concerns as a result of our evaluation.</p> <p>We have evaluated the potential effect on the financial statements of significant exposures and risks, and uncertainties, such as pending litigation, that are disclosed in the financial statements. We did not identify any matters with a material potential effect not already included within the notes to the financial statements.</p> <p>We have evaluated whether the difference between estimates best supported by the audit evidence and estimates included in the financial statements, which are individually reasonable, indicate a possible bias on the part of the company's management. We did not identify any areas of possible bias.</p>



For more information
Appendix



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Audit report drafts



Report of Independent Auditors

To the Board of Trustees of
The Ohio State University

Report on the Financial Statements

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, 2020 and 2019, 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 Ohio State University as of June 30, 2020 and 2019, and the respective changes in financial position and cash flows thereof for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Required Supplementary Information

The accompanying management's discussion and analysis on pages 3 through 22, the Required Supplementary Information on GASB 68 Pension Liabilities on page 100, the Required Supplementary Information on GASB 75 Net OPEB Liabilities on page 101, and the Notes to Required Supplementary Information on page 102 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 103 through 104 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 XX, 2020 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, 2020. 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 XX, 2020



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, 2020, 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 XX, 2020.

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") as a basis for designing 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 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 financial statements. 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 XX, 2020



Management representation letter draft

November 19, 2020

PricewaterhouseCoopers LLP
41 South High Street
Suite 2500
Columbus, OH 43215

I am providing this letter in connection with your audits of the financial statements of The Ohio State University (the "University") for the purpose of expressing opinions as to whether such financial statements present fairly, in all material respects, the respective financial position as of June 30, 2020 and June 30, 2019 of the primary institution and the aggregate discretely presented component units of the University, and the respective changes in net position and cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America. I have reviewed the signed representation letter of our chief financial officer and I am not aware of information that would make the representations included therein inaccurate or incomplete.

Kristina Johnson
President
The Ohio State University



Office of the Controller

2042 Blankenship Hall
901 Woody Hayes Drive
Columbus, OH 43210
Phone (614) 688-1647
Fax (614) 688-3572

November 19, 2020

PricewaterhouseCoopers LLP
41 South High Street
Suite 2500
Columbus, OH 43215

We are providing this letter in connection with your audits of the financial statements of The Ohio State University (the "University") as of June 30, 2020 and June 30, 2019 and for the years then ended for the purpose of expressing opinions as to whether such financial statements present fairly, in all material respects, the financial position, respective changes in net position and cash flows of the primary institution and aggregate discretely presented component units of the University in conformity with accounting principles generally accepted in the United States of America.

We acknowledge and confirm that we have fulfilled our responsibility, as set out in our engagement letter of June 29, 2020, for the preparation and fair presentation in the financial statements of financial position, respective changes in net position and of cash flows in conformity with generally accepted accounting principles, including the appropriate selection and application of accounting policies.

Certain representations in this letter are described as being limited to those matters that are material. Materiality is entity specific. The omission or misstatement of an item in a financial report is material, regardless of size, if in light of surrounding circumstances, the magnitude of the item is such that it is probable that the judgement of a reasonable person relying upon the report would have been changed or influenced by the inclusion or correction of the item. Materiality used for purposes of these representations is \$5,000,000.

We confirm, to the best of our knowledge and belief, as of November 19, 2020, the date of your reports, the following representations made to you during your audits:

1. The financial statements referred to above are fairly presented in conformity with accounting principles generally accepted in the United States of America (GAAP), and include all disclosures necessary for such fair presentation and disclosures otherwise required to be included therein by the laws and regulations to which the University is subject. We have prepared the University's financial statements on the basis that the University is able to continue as a going concern. There are no conditions or events, considered in the aggregate, that raise substantial doubt about the University's ability to continue as a going concern within one year after the date the financial statements are available to be issued.
2. We have made available to you:
 - a. All financial records and related data.
 - b. Unconditional access to persons within the entity from whom you have requested audit evidence.
 - c. All minutes of the meetings of the Board of Trustees, the Audit, Compliance and Finance Committee and other Committees of the Board and summaries of actions of recent meetings for which minutes have not yet been prepared. The most recent meetings held were:
 - (1) Board of Trustees – August 27, 2020
 - (2) Audit, Compliance, and Finance Committee – August 27, 2020



- (3) Academic Affairs and Student Life Committee – August 25, 2020
 - (4) Advancement Committee – August 27, 2020
 - (5) Talent, Compensation and Governance Committee – August 26, 2020
 - (6) Master Planning and Facilities Committee – August 26, 2020
3. We have appropriately reconciled our books and records (e.g., general ledger accounts) underlying the financial statements to their related supporting information (e.g., sub ledger or third-party data). All related reconciling items considered to be material were identified and included on the reconciliations and were appropriately adjusted in the financial statements, as necessary. There were no material unreconciled differences or material general ledger suspense account items that should have been adjusted or reclassified to another account balance. There were no material general ledger suspense account items written off to a balance sheet account, which should have been written off to an income statement account and vice versa. All consolidating entries have been properly recorded. All intra-entity accounts have been eliminated or appropriately measured and considered for disclosure in the financial statements.
 4. There have been no communications from regulatory agencies concerning noncompliance with or deficiencies in financial reporting practices.
 5. There are no material transactions, agreements or accounts that have not been properly recorded in the accounting records underlying the financial statements.
 6. The effects of the uncorrected financial statement misstatements and out-of-period adjustments summarized in the accompanying schedule are immaterial, both individually and in the aggregate, to the financial statements taken as a whole.
 7. We acknowledge and confirm that we have fulfilled our responsibility, as set out in our engagement letter of June 29, 2020, for 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 and we have disclosed to you all deficiencies in the design or operation of internal control over financial reporting of which we are aware. We have also disclosed to you which of these deficiencies we believe are significant deficiencies or material weaknesses in internal control over financial reporting.
 8. We acknowledge our responsibility for the design and implementation of programs and controls to provide reasonable assurance that fraud is prevented and detected.
 9. We have disclosed to you the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud and we have no knowledge of any fraud or suspected fraud affecting the University involving:
 - a. Management,
 - b. Employees who have significant roles in internal control over financial reporting, or
 - c. Others where the fraud could have a material effect on the financial statements.
 10. We have no knowledge of any allegations of fraud or suspected fraud affecting the University received in communications from employees, former employees, analysts, regulators, or others.

(As to items 8, 9 and 10, we understand the term "fraud" to mean those matters described in AICPA AU-C 240.)



11. We are responsible for compliance with the laws, regulations, and provisions of contracts and grant agreements applicable to us.
12. We have identified and disclosed to you all laws, regulations, and provisions of contracts and grant agreements that have a direct and material effect on the determination of financial statement amounts or other financial data significant to the audit objectives.
13. We have identified and disclosed to you violations (and possible violations) of laws, regulations, and provisions of contracts and grant agreements whose effects should be considered for disclosure in the financial statements, as a basis for recording a loss contingency, or for auditor reporting on non-compliance.
14. We have taken timely and appropriate steps to remedy fraud, illegal acts, and violations of provisions of contracts or grant agreements, or abuse that you report.
15. The University has no plans or intentions that may materially affect the carrying value or classification of assets and liabilities.
16. We have disclosed to you the identity of all the University's related parties and all the related party relationships and transactions of which we are aware.
17. There are no side agreements or other arrangements (either written or oral) that have not been disclosed to you.
18. The following, if material, have been properly recorded or disclosed in the financial statements:
 - a. Relationships and transactions with related parties, as described in Accounting Standards Codification (ASC) 850, *Related Party Disclosures*, including sales, purchases, loans, transfers, leasing arrangements, and guarantees, and amounts receivable from or payable to related parties.
 - b. Guarantees, whether written or oral, under which the University is contingently liable.
 - c. Significant estimates and material concentrations known to management that are required to be disclosed in accordance with ASC 275, *Risks and Uncertainties*. (Significant estimates are estimates at the balance sheet date that could change materially within the next year. Concentrations refer to volumes of business, revenues, available sources of supply, or markets or geographic areas for which events could occur that would significantly disrupt normal finances within the next year.)
19. The University has satisfactory title to all owned assets, and there are no liens or encumbrances on such assets nor has any asset been pledged as collateral, except as disclosed in the financial statements.
20. The University has complied with all aspects of contractual agreements that would have a material effect on the financial statements in the event of noncompliance.
21. Receivables recorded in the financial statements represent bona fide claims against debtors for services or other charges arising on or before the balance sheet dates and are not subject to discount except for normal cash discounts. Receivables classified as current do not include any material amounts which are collectible after one year. All receivables have been appropriately reduced to their estimated net realizable value.
22. Inventory quantities at the balance sheet dates were determined from physical counts or from perpetual inventory records, which have been adjusted on the basis of physical inventories taken by



competent employees at various times during the year and due provision was made to reduce all slow-moving, obsolete, or unusable inventories to their estimated useful or scrap values.

23. All liabilities of the University of which we are aware are included in the financial statements at the balance sheet dates. There are no other liabilities or gain or loss contingencies that are required to be recognized or disclosed by ASC 450, *Contingencies*, and no unasserted claims or assessments that our legal counsel has advised us are probable of assertion and required to be disclosed in accordance with that Topic.
24. We are responsible for all significant estimates and judgments affecting the financial statements. The methods, underlying data, and significant assumptions used in developing accounting estimates and the related disclosures are reasonable and appropriate to achieve recognition, measurement, or disclosure in the financial statements in accordance with accounting principles generally accepted in the United States of America. The methods used in developing accounting estimates have been consistently applied in the periods presented and the data used in developing accounting estimates is accurate and complete. Accounting estimates and judgments appropriately reflect management's intent and ability to carry out specific courses of action, where relevant. There have been no subsequent events that would require the adjustment of any significant estimates and related disclosures.
25. All borrowings and financial obligations of the University and its components have been disclosed to you and are properly recorded and disclosed in the financial statements. Further, we appropriately classified debt as current or non-current in the statement of net position in accordance with the appropriate authoritative guidance.
26. Investments in the Long-Term Portfolio are in compliance with the University's asset allocation policy.
27. We are responsible for the fair value of estimates related to temporary investments, the Long-term Investment Pool, other long-term investments, and securities loaned by the University under its securities lending program, including real assets, hedge funds and private equity securities, and determined the models, methods and assumptions used by pricing services and other parties are reasonable. In addition, the measurement of fair value and related fair value levelling hierarchy presented within the notes to the financials is consistent with the requirements of GASB Statement No. 72, *Fair Value Measurement and Application*.
28. Tax-exempt bonds issued have retained their tax-exempt status
29. The University has properly recorded, classified and disclosed net position in accordance with GASB Statement 35, *Basic Financial Statements – and Management's Discussion and Analysis – for Public Colleges and Universities*. Net position resulting from transactions with externally-imposed purpose restrictions have been recorded, classified and disclosed as restricted net position until the specific resources are used for the required purpose or for as long as the provider requires the resources to remain intact. Restricted net position has been appropriately classified as nonexpendable or expendable.
30. The University has one segment that meets the GASB reporting requirements; in that the 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 condensed financial information for the Special Purpose Revenue Facilities as presented in the footnotes to the financial statements was prepared on a basis consistent with the University financial statements.
31. We assume responsibility for the findings of specialists. We did not give or cause any instructions to be given to specialists with respect to the values or amounts derived in an attempt to bias their



work, and we are not aware of any matters that have had an impact on the independence or objectivity of the specialists. We adequately considered qualifications of the specialists in determining the amounts and disclosures used in the financial statements and underlying accounting records related to self-insurance reserves for medical malpractice.

32. We have presented, in either the statement of revenues, expenses, and other changes in net position or the notes to the financial statements, information about expenses (but not losses) reported by their functional classification, such as major classes of program services and supporting activities. Expenses that relate to more than one program or supporting activity, or to a combination of programs and supporting services, have been appropriately allocated among the appropriate functions. Administrative allocations to the functional categories were based on full cost allocations.
33. We acknowledge our responsibility for the presentation of the required supplementary information on GASB 68 pension liabilities and GASB 75 other postemployment benefit liabilities that are mandatory for all cost-sharing employers. We believe such information, including its form and content, is fairly presented in accordance with GASB Statement Nos. 68 and 75, as amended. The methods of measurement or presentation have not changed from those used in the prior period. We have informed you about any significant assumptions or interpretations underlying the measurement or presentation of the information.
34. The University is exempt from taxes as an instrumentality of the State of Ohio under Internal Revenue Code S115 and Internal Revenue Service regulations. Any unrelated business income is taxable.
35. We have notified you of (i) any current or planned offerings of securities on a regulated market in a non-U.S. country or (ii) when we have provided or plan to provide audited financial statements to a non-U.S. regulator or government in connection with our access to its public capital markets, whether or not we include or refer to your report or include reference to your Firm.
36. We have fully evaluated the impacts of COVID-19 on our financial statements including incorporating necessary disclosures in the Notes to the Consolidated Financial Statements attributable to any material risk and/or uncertainties that may now exist, including those pertaining to the University's financial condition.



To the best of our knowledge and belief, no events have occurred subsequent to the balance sheet date and through the date of this letter that would require adjustment to or disclosure in the aforementioned financial statements.

Michael Papadakis
Senior Vice President for Business and Finance and CFO

Kristine G. Devine
Vice-President of Financial Operations and Deputy Chief
Financial Officer

Lisa A. Plaga
Controller

Thomas F. Ewing
Director of Financial Reporting

Summary of Uncorrected Misstatements and Out-of-Period Adjustments

Client

The Ohio State University- Primary Institution

Period End

6/30/2020

Period Impacted	AJE#	Type	Description	Debits/Credits (Dr/Cr)	Financial Statement Line Item (SLI) Impacted	Statement of Net Position Impact			Statement of Revenues, Expenses and Changes in Net Position				
						Assets Increase/(Decrease)	Liabilities (Increase)/Decrease	Net Position (Increase)/Decrease	Net Position (Increase)/Decrease	Increase/(Decrease)			
2020 - Annual	1	Out-of-period	Correction of prior period understatement of LTP portfolio and unrealized gains	Dr Cr	Investment income Net Position			\$ \$	55,393 (55,393)		(35,393)		
	2	Uncorrected	Understatement of LTP portfolio and unrealized gains	Cr Dr	Investment income Investments at fair value			\$	74,233	\$	74,233		
	3	Out-of-period	Correction of errors in prior period consolidations of a university affiliate	Cr Dr	Non-operating income/expense Net Position			\$ \$	25,361 (25,361)	\$	25,361		
						\$	74,233	\$	0	\$	(74,233)	\$	44,201

FY20 - Rollover Method:

	SUM Amount	% Impact
Total Revenue	\$ 18,840	0.28%
Total Expense	\$ 25,961	0.36%
Total End of Year Net Position	\$ (74,233)	-1.37%
End of Year Total Assets	\$ 74,233	0.45%

NOTE: No disclosure exceptions were identified by PwC

Status of audit deliverables

University Audit	Components	Deliverables	Status (at Oct 26)
Primary Institution	General University	Financial Statement Audit Opinion (GASB)	Nov 19
	OSU Wexner Medical Center Health System (OSU Health System)		
Discretely Presented Component Units	OSU Physicians	GAGAS Internal Controls Opinion (including procedures to support compliance with Ohio Revised Code)	Nov 19
	Campus Partners for Community Urban Redevelopment and Subsidiaries (Campus Partners)		
	Transportation Research Center Inc.		
	Science and Technology Campus Corporation		
	Dental Faculty Practice Association, Inc.		

Other Deliverables	Reporting Entity	Status (at Oct 26)
Stand-alone Financial Statement Audits	OSU Foundation	Completed, pending Foundation Board Approval
	OSU Health System	Completed
	Transportation Research Center	Completed
	OSU Physicians	Completed
	Athletics Department	Dec 15
	WOSU Public Media	Dec 15
	OSU Global Gateways	Completed
	Campus Partners	Oct 30
Compliance	Uniform Guidance	Dec 15
Review report	Wexner Center for the Arts	Oct 30
	OSU Health Plan	Nov 9
Agreed Upon Procedures	NCAA	Dec 15
Benefit Plan Audit	Transportation Research Center – Benefit Plan	Completed

Glossary (1 of 2)

Significant accounting policies and practices

Accounting principles followed by the entity and the methods of applying those principles that materially affect the determination of financial position, cash flows, or results of operations.

Significant accounting policies and practices

A company's accounting policies and practices that are both most important to the portrayal of the company's financial condition and results, and require management's most difficult, subjective, or complex judgments, often as a result of the need to make estimates about the effects of matters that are inherently uncertain.

Particularly sensitive accounting estimates

Key assumptions and other sources of estimation uncertainty that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities. Also may be referred to as key sources of estimation uncertainty.

Significant unusual transactions

Significant transactions that are outside the normal course of business for the entity or that otherwise appear to be unusual due to their timing, size, or nature

Identified misstatements

Identified misstatements include those that are uncorrected misstatements related to accounts and disclosures that the auditor presented to management and corrected misstatements, other than those that are clearly trivial, related to accounts and disclosures that might not have been detected except through the auditing procedures performed.

Glossary (2 of 2)

Material weakness

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.

Significant deficiency

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.

Control deficiency

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 deficiency in design exists when (a) a control necessary to meet the control objective is missing or (b) an existing control is not properly designed so that, even if the control operates as designed, the control objective would not be met.
- A deficiency in operation exists when a properly designed control does not operate as designed or when the person performing the control does not possess the necessary authority or qualifications to perform the control effectively

Attachment XXXVIII



Shared Values Initiative

Audit, Compliance, and Finance Committee
November 19, 2020

Office of University Compliance and Integrity
The Ohio State University



Our Ambition

Reinforce our ethical culture and live our shared values to better advance the university's core work of teaching, learning, research, and service.

FOCUS AREA

GOAL

Shared Values



The daily interactions and behavior of all university community members are guided by a shared set of values at the unit, college, and university level.

Robust Sharing of Ideas & Concerns



Faculty, staff, and students feel comfortable sharing ideas and concerns, and leaders listen to and address both respectfully.

Disciplined Decision-Making



Individuals consider shared values and the common good when making difficult decisions.

Trusted Leaders



University leaders at all levels behave ethically, uphold shared values, and expect to be held and are held to the highest standards of integrity.



Executive Sponsors

Dr. Bruce McPherson, Susan Basso,
Anne Garcia, Gates Garrity-Rokous

Steering Committee

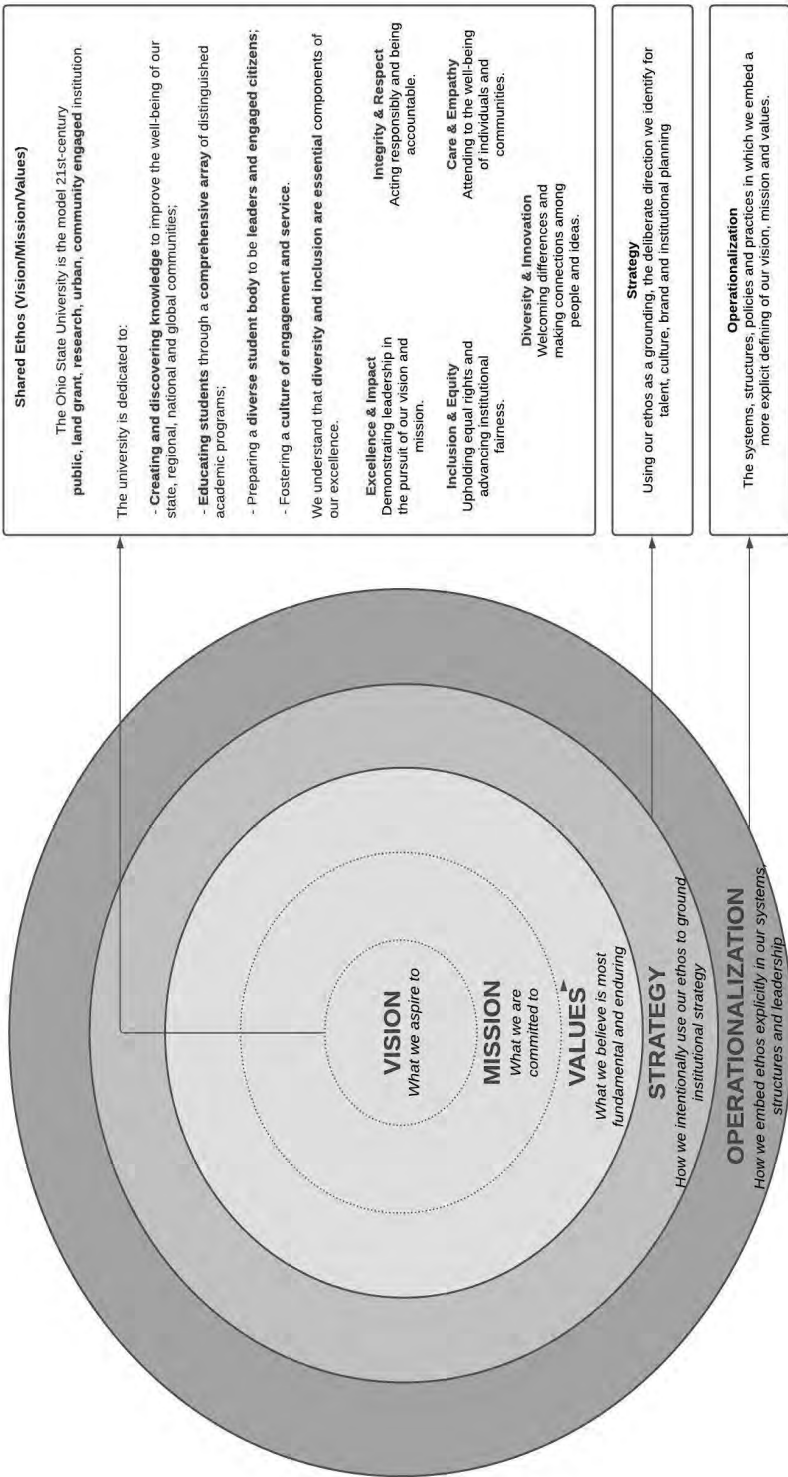
Molly Ranz Calhoun, Pres. & CEO, OSU Alumni Association
Dr. Amy Darragh, Senate/College of Medicine
Dr. Tom Gregoire, Dean, College of Social Work
Lin Hillis, Assoc. VP, Office of Human Resources
Dr. Mike Hogan, University Senate/OSU Extension
Dr. John Horack, Professor, College of Engineering
Andrew Jordan, University Senate/Student Life
Lindsay Komlanc, Sr. Asst. VP, Univ. Communications
Amanda Lucas, MBA, Exec. Director, OSU Harding Hospital
Holly Means, Sr. Assoc. VP, University Marketing
Dr. Peter Mohler, Chief Scientific Officer, OSUWMC, and Vice Dean,
College of Medicine
Dr. James Moore, Chief Diversity Officer, Office of Diversity & Inclusion
Dr. Rustin Moore, Dean, College of Vet. Medicine
Dr. Greg Rose, Executive Dean, Regional Campuses
Anne Schira, Assoc. GC, Office of Legal Affairs
Dr. Melissa Shivers, SVP, Office of Student Life
Chrissy Sprouse, USAC/OHR-Office of Academic Affairs
Dr. Piers Turner, Director, Center for Ethics & Human Values
Dr. Kay Wolf, Senior Vice Provost, Office of Academic Affairs

Timeline

March 2019: Shared Values Initiative began with extensive campus socialization
October 2019: Values and Ethics survey closed on 10/29
Nov/Dec. 2020: Release of university-wide survey results
Dec. 2020: Action planning at an institutional level to follow release of university-wide report
Jan/Feb. 2021: Additional data analysis

Socialization Efforts

Board of Trustees presentations, Senior Management Council, USAC, WMC Compliance Committee, Council of Deans, President's Cabinet, WMC Leadership Team, Faculty Council, Department Chairs, HR Council, HR Business Partners, Student Governance Groups, Senate Faculty Leaders, Senate Faculty Cabinet, Full University Senate.





Shared Values Descriptions

A core set of moral obligations and fundamental commitments that define what is obligatory and praiseworthy in pursuit of our land grant mission.

CURRENT VALUES

Excellence

UPDATED Proposed Values

Excellence and Impact

Demonstrating leadership in the pursuit of our vision and mission.

Diversity in people and of ideas

Diversity and Innovation

Welcoming differences and making connections among people and ideas.

Inclusion

Access and affordability

Inclusion and Equity

Upholding equal rights and advancing institutional fairness.

Innovation

Care and Empathy

Attending to the well-being of individuals and communities.

Collaboration and multidisciplinary endeavor

Integrity and Respect

Acting responsibly and being accountable.

Integrity, transparency and trust

Values Subcommittee

Sarah Bohman, Talent Mgmt
Consultant, Office of Human
Resources

Dr. Amy Darragh, Senate/College of
Medicine
Holly Means, Sr. Assoc. VP, University
Marketing

Jacquie Aberegg, Director, University
Marketing
Andrew Jordan, USAC

representative/Student Life
Kim Potter, Director, OUCI
Dr. Piers Turner, Director, Center for
Ethics & Human Values



Leadership Engagement

Honor the need for leadership involvement in defining and elevating values.

Values and Leadership Retreats
Conversations with in-tact groups of leaders to gather feedback, clarify behaviors and identify ways for leadership to foreground values.

Concurrent

Socialize ECI Results
1:1 conversations with university leaders to discuss unit-level ECI results and desire for (unit) participation in shared values initiative.

Unit-Level Retreats
Facilitated workshops with units led by unit leaders and SVI team to introduce values and discuss "how do these look in our organization?"

Community Conversation Events
Open invitation events hosted by CEHV for discussing topics of ethical importance for land-grant institutions and reflecting on the role of values in these spaces.

Community Ambassador Retreats
Small group dialogues with SVI ambassadors to reflect on behaviors and illuminate opportunities for enacting values in leadership and operations.

Community Engagement

Honor the need for community contribution and dialogue on values.

THE OHIO STATE UNIVERSITY

TOPIC: Fiscal Year 2021 Interim Financial Report – September 30, 2020

CONTEXT: The purpose of this report is to provide an update of financial results for the three months ending September 30, 2020.

FINANCIAL SUMMARY

Our overall financial position remains strong; however, the first quarter of fiscal year 2021 continues to be negatively impacted by the COVID-19 pandemic. The university continues to operate under an indefinite state of emergency due to the COVID-19 outbreak. Impacts include:

- A decline in gross tuition and fee revenue of \$51 million for Autumn semester compared to the prior autumn semester due to many students moving to an entirely virtual schedule and others deciding not to return to the university this fiscal year.
- A decline in auxiliary revenues of \$48 million due to lower occupancy for student housing and dining due to an intentional de-densification for safety and the cancellation of event rentals, a postponed football season, and the related reduction in ticket, media, conference, and game guarantee revenues.
- An increase in COVID-19 related expenses, including PPE, testing, contact tracing, and quarantine and isolation of approximately \$15 million for the first quarter.

Year-to-date increase in net position was \$388 million, up \$163 million compared to the prior year. The increase is primarily due to a \$237 million increase in net investment income, offset by a \$58 million decrease in operating loss. Other activities for the three months ending September 30, 2020, impacting our financial position include:

Revenues

Student tuition and fees, net - decreased \$31 million or 15%, to \$173 million over the same period of fiscal year 2020, due primarily to a decrease in gross tuition of \$34 million, offset by a \$3 million decrease in scholarship allowances. Gross tuition decreased \$32 million for Autumn semester and \$2 million for Summer semester. Autumn tuition decreased primarily due to a one-week delay, or five academic days, at the start of Autumn 2020 classes of \$24 million and decreased non-resident fees of \$8 million resulting from out-of-state students choosing all on-line instruction.

Grants and contracts - decreased \$4 million, or 1.8%, to \$214 million, due primarily to decreases in private and local grants of \$6 million, offset by increases in state grants of \$2 million. Awarded dollars, which can be considered a leading indicator of the state of the research enterprise, are up 9.9% overall compared to this time last year, including a 9.6% increase in federal dollars and a 11.6% increase in non-federal awarded dollars.

Gifts - decreased \$30 million over the prior year due primarily to decreases in permanent endowment gifts of \$7 million and current use gifts of \$23 million.

Sales and services of auxiliary enterprises - decreased \$48 million due primarily to revenue losses associated with the postponement of fall sports of \$28 million, decreases in Student Life housing and dining revenues of \$14 million, and decreases in Business Advancement (Schottenstein Center, Blackwell, and Fawcett Center) revenues of \$6 million.

Educational departments - decreased \$4 million primarily from decreases in over 160 earnings funds and 75 conference funds reflecting impacts of COVID-19 pandemic.

Sales and services of the OSU Health System and OSU Physicians, Inc - increased \$45 million to \$1,070 million. The Health System increased \$40 million primarily due to increases for surgical volumes and inpatient surgeries. This contributed to improved operating revenue per adjusted admissions up 3.5% for the first three months of fiscal year 2020 and 9.8% above the prior year. OSU Physicians experienced a similar trend with a year over year increase of \$5 million, or a 3.6% increase.

Non-exchange grants - increased \$3 million due primarily to increases in Federal Work-Study of \$2 million and Pell grants of \$1 million.

CARES (Coronavirus Aid, Relief, and Economic Security) Act assistance – increased \$30 million due to the receipt of \$27.5 million from Federal pass-through funds from the State of Ohio, \$2.6 million for Emergency aid to students, and \$192 thousand for College of Dentistry.

Expenses

University - expenses of \$593 million for the three months ending September 30, 2020, decreased \$10 million, or 1.6%, compared to the same period in 2019, reflecting expenditure controls implemented in response to the outbreak of COVID-19. Supplies and services decreased \$21 million compared to the prior year from restrictions on university travel starting in Spring 2020. A review of all non-essential spending such as supplies, equipment purchases, conferences and membership expenses led to additional savings. Salaries increased \$13 million from annual merit compensation increases of \$6 million and staff increases authorized prior to the COVID-19 outbreak. The university temporarily paused the annual merit compensation increase process and instituted pauses in hiring and off-cycle salary increases on April 1, 2020.

OSU Health System and OSU Physicians - expenses of \$932 million for the three months ending September 30, 2020, increased \$41 million, or 4.6%, compared to the same period of the fiscal year 2019 primarily due to increases in operating expenses driven by increased patient volumes. The Health System is seeing significant expense savings with discretionary spend and is below budget for salaries and benefits due to a lower than budget of 208 FTEs and \$7.3 million in physician fees.

November 18-19, 2020, Board of Trustees Meetings

Auxiliary - expenses of \$60 million for the three months ending September 30, 2020, decreased \$26 million, or 30%, compared to the same period of the fiscal year 2019 primarily due to decreases in Athletics of \$19 million, Student Life of \$5 million, and Business Advancement of \$2 million.

Cash and Investments

Total university cash and investments increased \$541 million to \$10,238 million on September 30, 2020, compared to the same period of last year. Total cash and temporary investments increased \$196 million to \$4,348 million on September 30, 2020, compared to September 30, 2019, primarily due to the Health System's receipt of \$288 million of Medicare Advance payments. Gifted endowment and long-term investments increased \$345 million to \$5,893 million on September 30, 2020, primarily due to increases in the Long-Term Investment Pool of \$273 million and other long-term investments.

Long-Term Investment Pool and Temporary Investments

For the three months ending September 30, 2020, the fair value of the university's Long-Term Investment Pool increased \$306 million to \$5,593 million. Changes in total valuation compared to the prior year are summarized below:

	2021	2020
Fair Value at June 30	\$ 5,287,131	\$ 5,256,759
Net principal additions	40,215	45,532
Change in fair value	319,563	58,018
Income earned	25,638	34,579
Distributions	(60,775)	(56,965)
Expenses	(18,654)	(17,983)
Fair Value at September 30	<u>\$ 5,593,118</u>	<u>\$ 5,319,940</u>

Net principal additions include new endowment gifts (\$9.8 million) and other net transfers of University monies (\$30.4 million). Change in fair value includes realized gains (losses) on the sale of investment assets and unrealized gains (losses) associated with assets held in the pool on June 30, 2020. Income earned includes interest and dividends and is used primarily to help fund distributions. Expenses include investment management expenses (\$13.6 million), University Development related expenses (\$4.9 million) and other administrative related expenses (\$0.2 million).

LTIP Investment Returns

For the three months ending September 30, 2020, the LTIP earned a net investment fee return of 6.28% versus a Policy Benchmark of 5.72%, resulting in an outperformance of 0.56%. During that period, our Global Equities returned 8.70%, followed by Real Assets at 2.73% and Global Fixed Income at 1.57%.

The comparable three months ending September 30, 2019, saw a net investment fee return of 1.52% versus a Policy Benchmark of 0.71%, resulting in an outperformance of 0.81%. During that period, our Global Equities returned 1.68%, followed by Global Fixed Income at 1.35% and Real Assets at 1.01%.

Temporary Investments

For the three months ending September 30, 2020, (FYTD), the Intermediate Investments earned a return of 0.97% (+\$9.9 million), outperforming the Bank of America ML 1-3 Year US Gov't/Credit benchmark (+0.27%) by 0.70%. Short-Term Investments earned 0.36% (+\$2.2 million) outperforming the 90 Day T-Bill benchmark (+0.03%) by 0.33%.

The comparable three months ending September 30, 2019, saw Intermediate Investments earn a return of 0.87% (+\$8.4 million). Short-Term Investments returned 0.73% (+\$4.4 million) for this same period.

Cash Flows

Cash provided by operating activities was \$65 million through the first three months of fiscal year 2021, compared with net cash provided by operating activities of \$82 million for the same period in fiscal year 2020. The decrease in operating cash flows is due primarily to decreased receipts from Athletic ticket sales and student tuition and fees, offset by lower payments to vendors for supplies and services.

Cash provided by noncapital financing activities was \$209 million through the first three months of fiscal year 2021, compared with \$188 million for the same period in fiscal year 2020. The increases are primarily due to increases in CARES assistance of \$30 million.

Net cash flows used by capital financing activities were \$213 million through three months ending September 30, 2020, primarily for payments on the construction of capital assets.

Net cash flows used by investing activities were \$131 million for the three months ending September 30, 2020, primarily due to the purchase of temporary investments.

November 18-19, 2020, Board of Trustees Meetings

THE OHIO STATE UNIVERSITY
 CONSOLIDATED STATEMENTS OF NET POSITION - UNAUDITED
 September 30, 2020 and September 30, 2019

	As of September 2020	As of September 2019	Increase/Decrease	
			Dollars	%
ASSETS:				
Current Assets:				
Cash and cash equivalents	\$ 2,010,929	\$ 1,876,126	\$ 134,803	7.2%
Temporary investments	1,981,679	1,778,699	202,980	11.4%
Accounts receivable, net	680,401	835,091	(154,690)	-18.5%
Notes receivable - current portion, net	25,655	25,318	337	1.3%
Pledges receivable - current portion, net	79,240	31,540	47,700	151.2%
Accrued interest receivable	18,294	19,114	(820)	-4.3%
Inventories and prepaid expenses	335,840	283,157	52,683	18.6%
Investments held under securities lending program	9,831	37,898	(28,067)	-74.1%
Total Current Assets	<u>5,141,869</u>	<u>4,886,943</u>	<u>254,926</u>	<u>5.2%</u>
Noncurrent Assets:				
Restricted cash	352,274	493,671	(141,397)	-28.6%
Notes receivable, net	54,601	60,667	(6,066)	-10.0%
Pledges receivable, net	59,248	64,151	(4,903)	-7.6%
Net other post-employment benefit asset	77,901	74,520	3,381	4.5%
Long-term investment pool	5,593,118	5,319,940	273,178	5.1%
Other long-term investments	300,347	228,357	71,990	31.5%
Capital assets, net	6,048,184	5,449,662	598,522	11.0%
Total Noncurrent Assets	<u>12,485,673</u>	<u>11,690,968</u>	<u>794,705</u>	<u>6.8%</u>
Total Assets	<u>17,627,542</u>	<u>16,577,911</u>	<u>1,049,631</u>	<u>6.3%</u>
Deferred Outflows:				
Pension	445,769	1,017,388	(571,619)	-56.2%
Other post-employment benefits	239,629	116,173	123,456	106.3%
Other deferred outflows	31,697	21,982	9,715	44.2%
Total Assets and Deferred Outflows	<u>\$ 18,344,637</u>	<u>\$ 17,733,454</u>	<u>\$ 611,183</u>	<u>3.4%</u>
LIABILITIES AND NET POSITION:				
Current Liabilities:				
Accounts payable and accrued expenses	\$ 739,207	\$ 566,223	\$ 172,984	30.6%
Medicare advance payment program	287,500	-	287,500	100.0%
Deposits and advance payments for goods and services	632,789	687,296	(54,507)	-7.9%
Current portion of bonds, notes and leases payable	58,609	44,970	13,639	30.3%
Long-term bonds payable, subject to remarketing	317,715	574,675	(256,960)	-44.7%
Liability under securities lending program	9,831	37,898	(28,067)	-74.1%
Other current liabilities	112,032	96,396	15,636	16.2%
Total Current Liabilities	<u>2,157,683</u>	<u>2,007,458</u>	<u>150,225</u>	<u>7.5%</u>
Noncurrent Liabilities:				
Bonds, notes and leases payable	2,741,255	2,559,865	181,390	7.1%
Concessionaire payable	134,362	39,121	95,241	243.5%
Net pension liability	3,025,029	3,715,194	(690,165)	-18.6%
Net other post-employment benefit liability	1,459,572	1,339,443	120,129	9.0%
Compensated absences	211,319	178,664	32,655	18.3%
Self-insurance accruals	87,095	82,293	4,802	5.8%
Amounts due to third-party payors - Health System	59,516	52,698	6,818	12.9%
Irrevocable split-interest agreements	31,272	29,292	1,980	6.8%
Refundable advances for Federal Perkins loans	29,695	33,478	(3,783)	-11.3%
Advance from concessionaire	997,322	1,019,109	(21,787)	-2.1%
Other noncurrent liabilities	121,610	124,241	(2,631)	-2.1%
Total Noncurrent Liabilities	<u>8,898,047</u>	<u>9,173,398</u>	<u>(275,351)</u>	<u>-3.0%</u>
Total Liabilities	<u>11,055,730</u>	<u>11,180,856</u>	<u>(125,126)</u>	<u>-1.1%</u>
Deferred Inflows:				
Parking service concession arrangement	404,506	414,138	(9,632)	-2.3%
Pension	487,347	110,003	377,344	343.0%
Other post-employment benefits	298,463	117,982	180,481	153.0%
Other deferred inflows	28,620	32,478	(3,858)	-11.9%
Total Deferred Inflows	<u>1,218,936</u>	<u>674,601</u>	<u>544,335</u>	<u>80.7%</u>
Net Position:				
Net investment in capital assets	3,350,409	2,898,527	451,882	15.6%
Restricted:				
Nonexpendable	1,614,009	1,545,380	68,629	4.4%
Expendable	1,128,279	1,076,802	51,477	4.8%
Unrestricted	(22,726)	357,288	(380,014)	-106.4%
Total Net Position	<u>6,069,971</u>	<u>5,877,997</u>	<u>191,974</u>	<u>3.3%</u>
Total Liabilities, Deferred Inflows, and Net Position	<u>\$ 18,344,637</u>	<u>\$ 17,733,454</u>	<u>\$ 611,183</u>	<u>3.4%</u>

November 18-19, 2020, Board of Trustees Meetings

THE OHIO STATE UNIVERSITY
CONSOLIDATED STATEMENTS OF REVENUES, EXPENSES,
AND CHANGES IN NET POSITION - UNAUDITED
Comparative Year-To-Date
September 30, 2020 and September 30, 2019

	September 2020	September 2019	Increase/Decrease	
			Dollars	%
Operating Revenues:				
Student tuition and fees, net	\$ 173,318	\$ 204,153	\$ (30,835)	-15.1%
Federal grants and contracts	108,235	108,510	(275)	-0.3%
State grants and contracts	20,987	18,220	2,767	15.2%
Local grants and contracts	4,434	5,934	(1,500)	-25.3%
Private grants and contracts	80,471	85,483	(5,012)	-5.9%
Sales and services of educational departments	42,291	46,437	(4,146)	-8.9%
Sales and services of auxiliary enterprises	24,531	72,945	(48,414)	-66.4%
Sales and services of the OSU Health System, net	917,119	877,646	39,473	4.5%
Sales and services of OSU Physicians, Inc., net	153,132	147,807	5,325	3.6%
Other operating revenues	3,475	10,140	(6,665)	-65.7%
Total Operating Revenues	<u>1,527,993</u>	<u>1,577,275</u>	<u>(49,282)</u>	<u>-3.1%</u>
Operating Expenses:				
Educational and General:				
Instruction and departmental research	211,219	204,070	7,149	3.5%
Separately budgeted research	127,407	134,009	(6,602)	-4.9%
Public service	46,559	47,761	(1,202)	-2.5%
Academic support	48,440	61,289	(12,849)	-21.0%
Student services	18,021	22,573	(4,552)	-20.2%
Institutional support	89,289	77,873	11,416	14.7%
Operation and maintenance of plant	30,682	31,740	(1,058)	-3.3%
Scholarships and fellowships	21,235	23,418	(2,183)	-9.3%
Auxiliary enterprises	59,518	85,528	(26,010)	-30.4%
OSU Health System	786,954	750,958	35,996	4.8%
OSU Physicians, Inc.	144,908	139,693	5,215	3.7%
Depreciation	108,821	105,004	3,817	3.6%
Total Operating Expenses	<u>1,693,053</u>	<u>1,683,916</u>	<u>9,137</u>	<u>0.5%</u>
Operating Loss	(165,060)	(106,641)	(58,419)	54.8%
Non-operating Revenues (Expenses):				
State share of instruction and line-item appropriations	117,024	120,042	(3,018)	-2.5%
Federal subsidies for Build America Bonds interest	2,830	2,830	-	0.0%
Federal non-exchange grants	36,828	33,703	3,125	9.3%
CARES Assistance	30,210	-	30,210	100.0%
State non-exchange grants	859	1,271	(412)	-32.4%
Gifts	23,256	46,208	(22,952)	-49.7%
Net investment income	348,650	111,224	237,426	213.5%
Interest expense on plant debt	(27,717)	(29,542)	1,825	-6.2%
Other non-operating revenues(expenses)	(8,829)	3,622	(12,451)	-343.8%
Net Non-operating Revenue (Expense)	<u>523,111</u>	<u>289,358</u>	<u>233,753</u>	<u>80.8%</u>
Income before Other Revenues, Expenses, Gains or Losses	358,051	182,717	175,334	96.0%
Changes in Net Position				
State capital appropriations	15,392	21,707	(6,315)	-29.1%
Private capital gifts	2,842	2,593	249	9.6%
Additions to permanent endowments	9,861	17,388	(7,527)	-43.3%
Capital contributions and other changes in net position	1,504	-	1,504	100.0%
Total Changes in Net Position	<u>29,599</u>	<u>41,688</u>	<u>(12,089)</u>	<u>-29.0%</u>
Increase in Net Position	387,650	224,405	\$ 163,245	72.7%
Net Position - Beginning of Year				
	<u>5,682,321</u>	<u>5,653,592</u>		
Net Position - End of Period				
	<u>\$ 6,069,971</u>	<u>\$ 5,877,997</u>		

November 18-19, 2020, Board of Trustees Meetings

THE OHIO STATE UNIVERSITY
STATEMENTS OF CASH FLOWS - UNAUDITED
Years Ended September 30, 2020 and September 30, 2019
(in thousands)

	September 2020	September 2019	Incr/(Decr) to Cash Dollars	%
Cash Flows from Operating Activities:				
Tuition and fee receipts	\$ 289,417	\$ 329,635	\$ (40,218)	-12.2%
Grant and contract receipts	186,006	177,426	8,580	4.8%
Receipts for sales and services	1,150,599	1,194,796	(44,197)	-3.7%
Payments to or on behalf of employees	(791,978)	(797,458)	5,480	-0.7%
University employee benefit payments	(232,101)	(219,373)	(12,728)	5.8%
Payments to vendors for supplies and services	(529,438)	(594,720)	65,282	-11.0%
Payments to students and fellows	(19,172)	(21,297)	2,125	-10.0%
Student loans issued	(812)	(1,000)	188	-18.8%
Student loans collected	1,410	2,016	(606)	-30.1%
Student loan interest and fees collected	480	513	(33)	-6.4%
Other receipts, net	10,462	11,405	(943)	-8.3%
Net cash provided by operating activities	<u>64,873</u>	<u>81,943</u>	<u>(17,070)</u>	<u>-20.8%</u>
Cash Flows from Noncapital Financing Activities:				
State share of instruction and line-item appropriations	117,024	97,567	19,457	19.9%
Non-exchange grant receipts	37,687	34,974	2,713	7.8%
CARES Assistance	30,210	-	30,210	100.0%
Gift receipts for current use	23,256	46,208	(22,952)	-49.7%
Additions to permanent endowments	9,861	17,388	(7,527)	-43.3%
Drawdowns of federal direct loan proceeds	128,700	138,000	(9,300)	-6.7%
Disbursements of federal direct loans to students	(137,889)	(148,224)	10,335	-7.0%
Repayment of loans from related organization	335	1,149	(814)	-70.8%
Amounts paid to annuitants and life beneficiaries	(696)	(434)	(262)	60.4%
Agency funds receipts, net	812	1,454	(642)	-44.2%
Net cash provided by noncapital financing activities	<u>209,300</u>	<u>188,082</u>	<u>21,218</u>	<u>11.3%</u>
Cash Flows from Capital Financing Activities:				
State capital appropriations	16,729	21,294	(4,565)	-21.4%
Gift receipts for capital projects	2,842	2,593	249	9.6%
Payments for purchase or construction of capital assets	(231,415)	(144,677)	(86,738)	60.0%
Principal payments on capital debt and leases	(5,905)	(454)	(5,451)	1200.7%
Interest payments on capital debt and leases	(556)	(2,156)	1,600	-74.2%
Federal subsidies for Build America Bonds interest	5,396	-	5,396	100.0%
Net cash (used) by capital financing activities	<u>(212,909)</u>	<u>(123,400)</u>	<u>(89,509)</u>	<u>72.5%</u>
Cash Flows from Investing Activities:				
Net (purchases) sales of temporary investments	(177,963)	(24,179)	(153,784)	636.0%
Proceeds from sales and maturities of long-term investments	277,346	1,084,405	(807,059)	-74.4%
Investment income	32,182	60,405	(28,223)	-46.7%
Purchases of long-term investments	(262,441)	(1,098,470)	836,029	-76.1%
Net cash provided (used) by investing activities	<u>(130,876)</u>	<u>22,161</u>	<u>(153,037)</u>	<u>-690.6%</u>
Net Increase (Decrease) in Cash	<u>(69,612)</u>	<u>168,786</u>	<u>\$ (238,398)</u>	<u>-141.2%</u>
Cash and Cash Equivalents - Beginning of Year	<u>2,432,815</u>	<u>2,201,133</u>		
Cash and Cash Equivalents - End of Period	<u>\$ 2,363,203</u>	<u>\$ 2,369,919</u>		

Attachment XL



Major Project Updates

Projects Over \$20M

November 2020



PROJECT STATUS REPORT CURRENT PROJECTS OVER \$20M

November 18-19, 2020, Board of Trustees Meetings

PROJECT	CONST COMPLETION	APPROVALS		ON TIME	ON BUDGET
		Des	Con		
Mars G. Fontana Laboratories (BMEC)	7/2020	COMPLETE	COMPLETE		\$59.1M
OSU East – West Wing Expansion Renovation	8/2020	COMPLETE	COMPLETE		\$26.0M
Optometry Clinic and Health Sciences Facility Office Bldg	10/2020	COMPLETE	COMPLETE		\$35.9M
Ty Tucker Tennis Center	10/2020	COMPLETE	COMPLETE		\$23.1M
Wooster – New Laboratory Building	11/2020	✓	✓		\$33.5M
Postle Partial Replacement	12/2020	✓	✓		\$95.0M
WMC Inpatient Hospital – Central Sterile Supply	12/2020	✓	✓		\$45.3M
Newark – John & Mary Alford Ctr for Sci and Technology	3/2021	✓	✓		\$32.0M
WMC Inpatient Hosp Garage, Infr & Roadwork	3/2021	✓	✓		\$99.9M
WMC Outpatient Care New Albany	6/2021	✓	✓		\$137.9M
Dodd – Parking Garage	5/2022	✓	✓		\$33.3M
Newton – Renovation and Addition	5/2022	✓	✓		\$25.3M
WMC Outpatient Care Dublin	7/2022	✓	✓		\$161.2M
Celeste Lab Renovation	8/2022	✓	✓		\$31.1M
Controlled Environment Food Prod Research Complex	8/2022	✓	✓		\$35.8M
WMC Outpatient Care West Campus	12/2022	✓	✓		\$348.5M
Interdisciplinary Research Facility	5/2023	✓	✓		\$237.5M
Interdisciplinary Health Sciences Center	11/2023	✓	✓		\$155.9M
Wexner Medical Center Inpatient Hospital	6/2025	✓	✓		\$1,797.1M

Key: On track Watching closely Not on track Modified Scope/Paused



PROJECT STATUS REPORT CURRENT PROJECTS OVER \$20M

November 18-19, 2020, Board of Trustees Meetings

PROJECT	CONS COMPLETION DATE	APPROVALS		BUDGET	ON TIME	ON BUDGET
		Des	Con			
Instructional Sci Buildings Deferred Maintenance Bolz and Parks Halls Mendenhall Lab and Howlett Hall	11/2021	✓	✓	\$25.0M		
	TBD					
	1/2022	✓	✓	\$161.6M		
Arts District School of Music Department of Theater	TBD					
Lacrosse Stadium	TBD	✓		\$20.0M		



WOOSTER – NEW LABORATORY BUILDING



Construct a new facility for Entomology research that will include teaching labs, research space, classrooms, and a small café. The new building will connect to a central chilled water plant.

PROJECT FUNDING

university funds; state appropriations

CURRENT PROJECT BUDGET

construction w/cont \$30.0M
total project \$33.5M

CONSULTANTS

architect of record Hasenstab
CM at Risk Elford



PROJECT SCHEDULE

BoT approval 1/17
construction 10/18-11/20
facility opening 11/20

PROJECT UPDATE

The building is completing interior finishes and site work. The separate chiller plant is complete.

The project experienced some labor, material fabrication and delivery delays due to COVID-19.

Move in is underway and will be complete by the end of November.



On Time



On Budget



POSTLE PARTIAL REPLACEMENT

Replace the southern portion of the east wing and renovate/upgrade portions of the west wing.

PROJECT FUNDING

fundraising; state appropriations; department funds; university debt

CURRENT PROJECT BUDGET

construction w/cont \$85.4M
total project \$95.0M

CONSULTANTS

architect of record Design Group
des architect Robert AM Stern Arch
CM at Risk Gilbane

PROJECT SCHEDULE

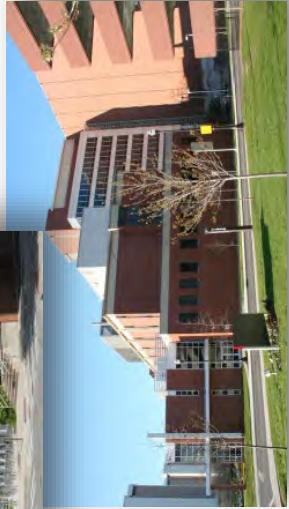
BoT approval 9/16
construction 6/18-12/20
facility opening TBD

PROJECT UPDATE

Interior framing and finishes and mechanical/electrical/plumbing are progressing. The university is evaluating the revised schedule and cost impacts due to the vacuum piping redesign. Dental and sterilization equipment installation has started and the transition consultant is working with the college and project team to coordinate equipment installs and moves.

On Time

On Budget



INSTRUCTIONAL SCIENCE BUILDINGS DEFERRED MAINTENANCE

Renew mechanical, electrical and plumbing services in selected buildings, including Mendenhall Laboratory, Bolz Hall, Howlett Hall, and Parks Hall.

PROJECT FUNDING
university debt

CURRENT PROJECT BUDGET

construction w/cont total project	\$23.0M \$25.0M	CONSULTANTS architect of record CM at Risk	Hasenstab Whiting-Turner
-----------------------------------	--------------------	---------------------------------------------------------	-----------------------------

PROJECT SCHEDULE

BoT approval	11/18
construction	6/20 – 11/21
facility opening	11/21

PROJECT UPDATE

Mechanical improvements have started on the 4th floor of Bolz Hall and will be complete in February 2021. Parks Hall has completed the GMP and work is scheduled to start in October. Work will include upgrades to mechanical systems and new heat exchangers.

Following an evaluation of capital projects related to the uncertainty of COVID-19, projects that can be slowed or modified have been identified. Design development documents for Mendenhall Lab and Howlett Hall have been completed but additional steps need further evaluation.



On Time



On Budget



ARTS DISTRICT

Renovate and expand the School of Music building and construct a new Department of Theatre building. The project will also extend Annie and John Glenn Avenue from College Road to High Street and make modifications to College Road and adjacent pedestrian spaces.

PROJECT FUNDING

university funds; university debt; fundraising; partner funds

CURRENT PROJECT BUDGET

construction w/cont \$144.0M

total project \$161.6M

CONSULTANTS

architect of record

CM at Risk

DLR Group

Holder Construction

PROJECT SCHEDULE

BoT approval 8/15

construction 6/19-1/22

facility opening 3/22

PROJECT UPDATE

Mechanical, electrical and plumbing rough-in, roofing, framing and east exterior elevation masonry is ongoing. The university has paused the construction of the Department of Theater. The university remains committed to completing the project and will evaluate a revised schedule for the Department of Theater scope at the appropriate time.



On Time



On Budget



LACROSSE STADIUM

Construct a new outdoor lacrosse stadium in the Athletics District, east of the Covelli Center, for the Men's and Women's varsity programs. The venue will include an outdoor field, seating for 2,500, locker rooms and concessions.

PROJECT FUNDING

fundraising

CURRENT PROJECT BUDGET

construction w/cont	\$17.7M	CONSULTANTS	HOK
total project	\$20.0M	architect of record	Ruscilli
		CM at Risk	

PROJECT SCHEDULE

BoT approval	8/19
construction	TBD
facility opening	TBD

PROJECT UPDATE

The project team is evaluating scope and budget alternatives. Project design will be completed on schedule then the project will be paused to evaluate a revised timeline for construction.



On Time



On Budget

Attachment XLI



Corporate Engagement & Technology Commercialization Update

Scott Osborne, Vice President - Corporate Engagement Office
Audit, Compliance & Finance Committee | November 19, 2020



Aspiration

Ohio State's highly-engaged partnerships with individuals and organizations across Ohio State, the community and the business world will make it the most recognized, impactful public land grant university to work with the private sector.

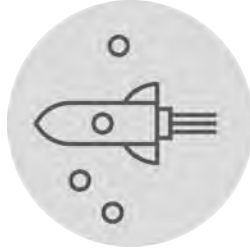
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Technology
Commercialization



Corporate
Business
Development



Keenan Center for
Entrepreneurship

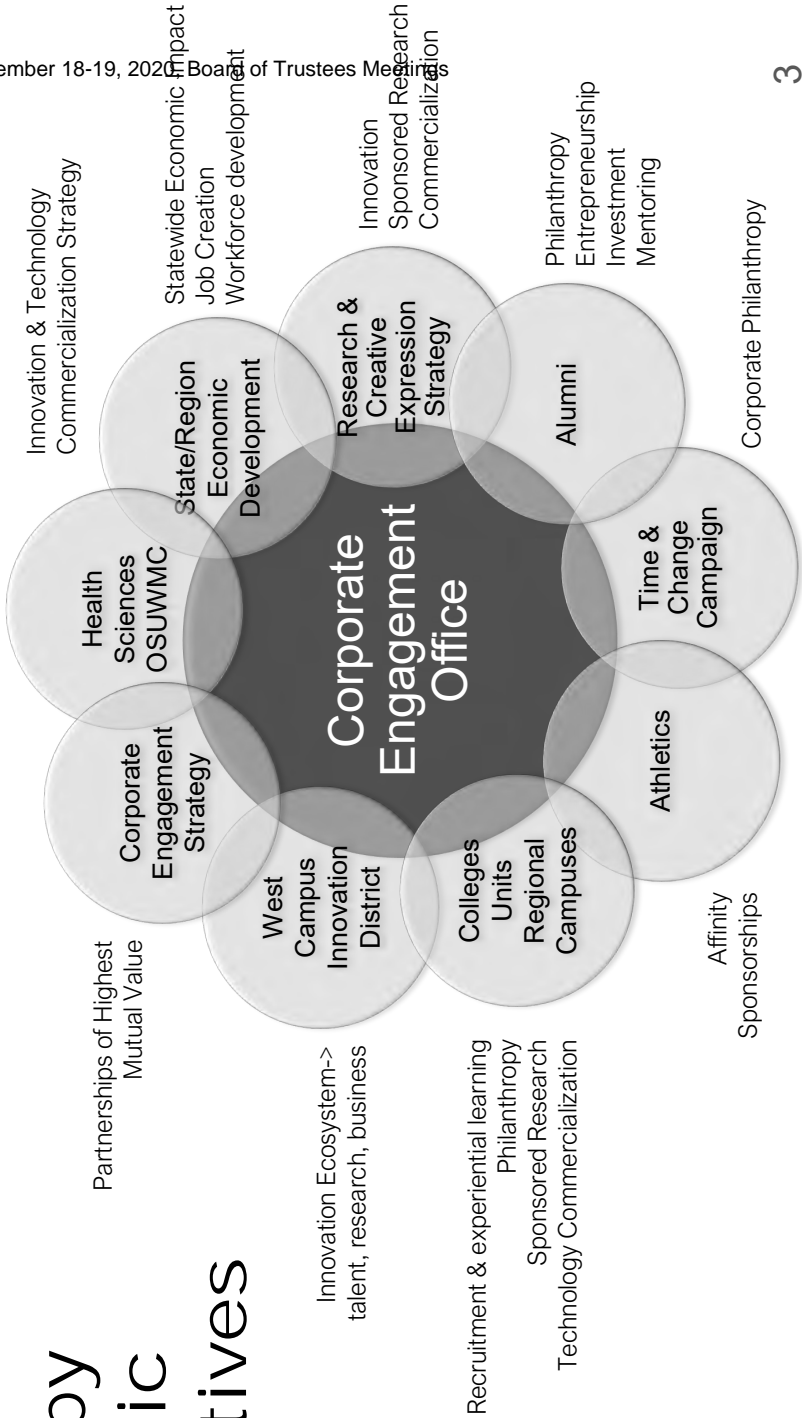


Economic
Engagement



Driven by Strategic Imperatives

November 18-19, 2023 Board of Trustees Meeting





Keenan Center for Entrepreneurship

The Keenan Center will provide robust programming, access to startup funding, and essential connections to resources and expertise needed to translate ideas and concepts into business opportunities.

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Capital

Venture
Development

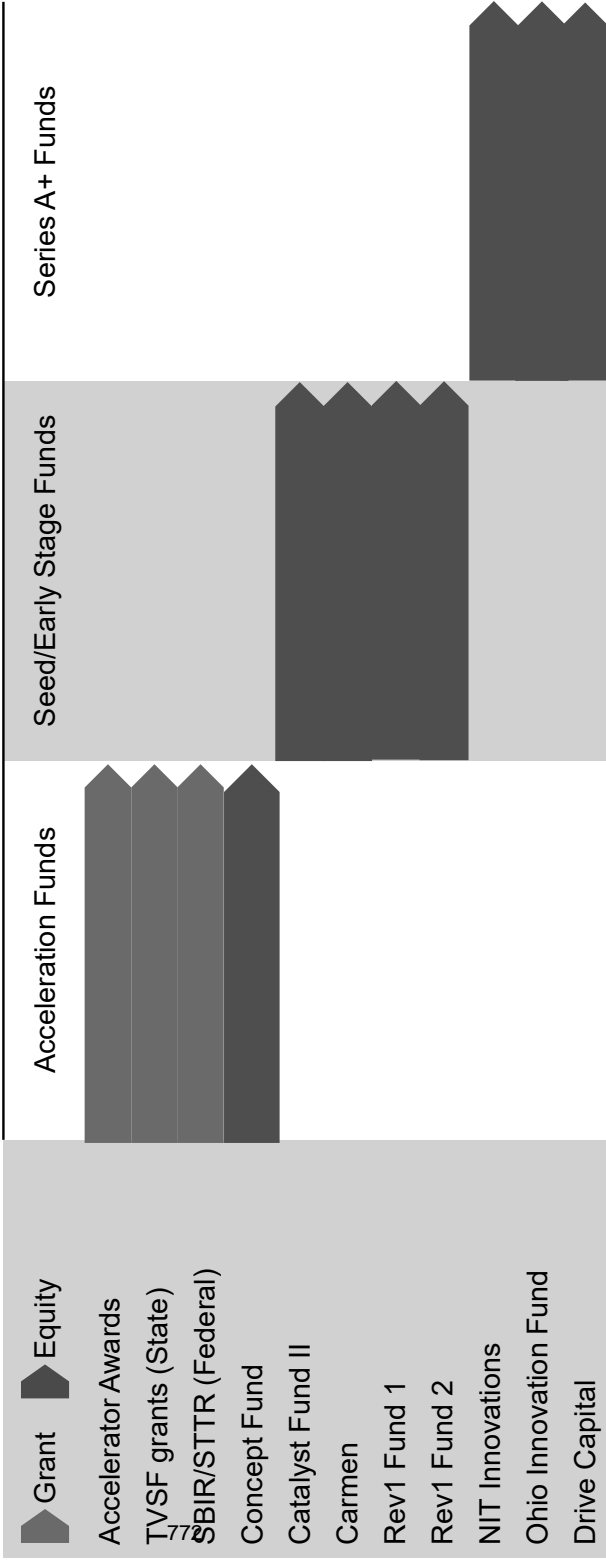
Programs

Talent



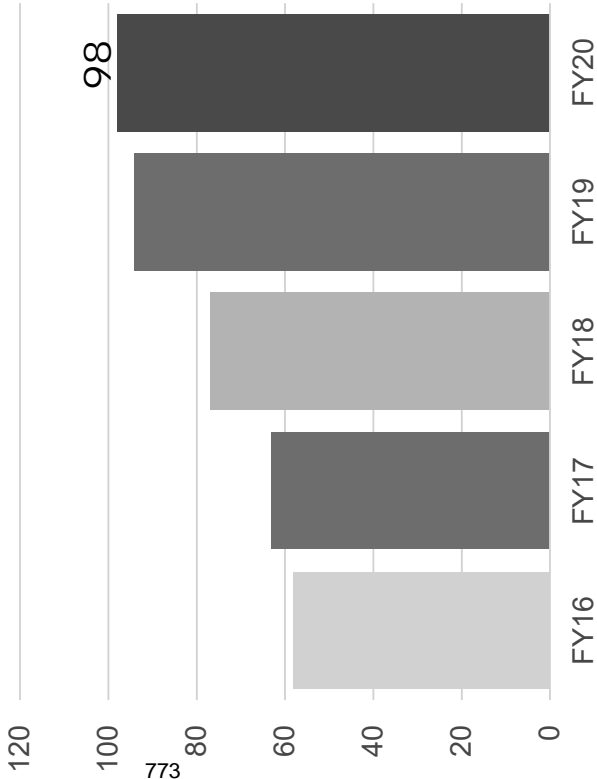
Funding Continuum

Stage of development – from idea to startup company to growth

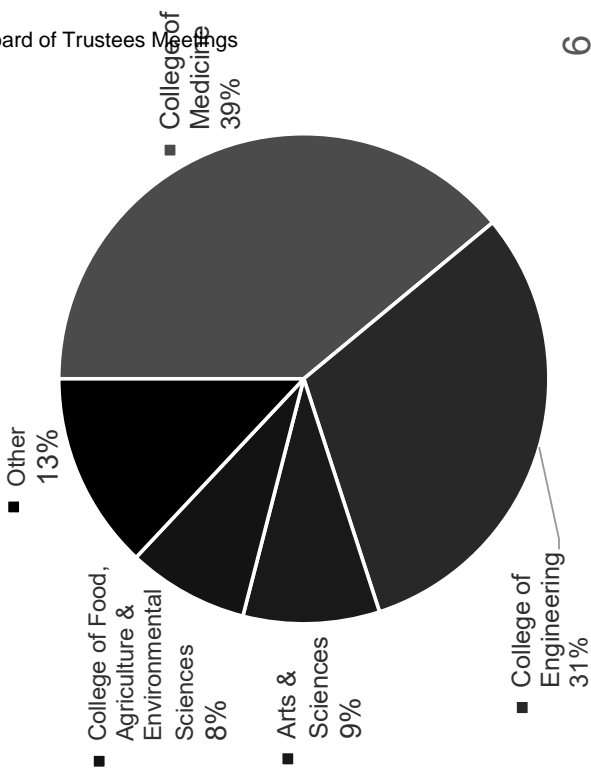




Active Ohio State Startups



By College





Corporate Engagement Strategic Plan

We will be a preferred partner for corporations, cultivating a modern workforce, advancing discovery and innovation for societal impact and fostering economic success.

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Strategic Partnerships

Culture

Talent & Capabilities

Operations & Alignment

Year 1 – FY20

- Executive oversight committee established
- Steering committee operationalized
- Top 25 company list identified
- Company strategy teams formed

Next steps

- Complete and implement initial strategies for top 25 companies
- Grow transformational partnerships that align with Ohio State’s future vision

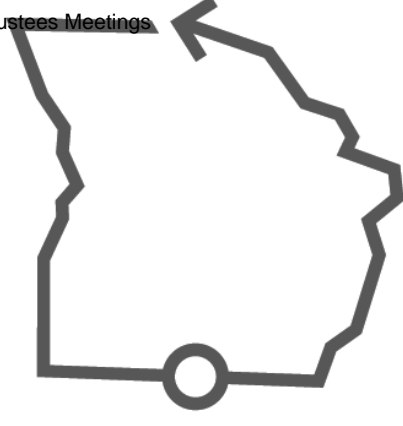


Economic Engagement Strategy

As a leading Land Grant, Urban, and Economically Engaged University we will be a reliable and responsive partner to businesses and organizations who are working to grow our local, regional, and national economy

Enhancing Economic Engagement

- Streamline opportunity response strategy
- Grow pipeline of new strategic business prospects
- Improve monitoring and public recognition of Ohio State's economic impact
- Build and enhance business intelligence tools
- Align economic engagement efforts with internal strategic plans





Technology Commercialization Performance Metrics*

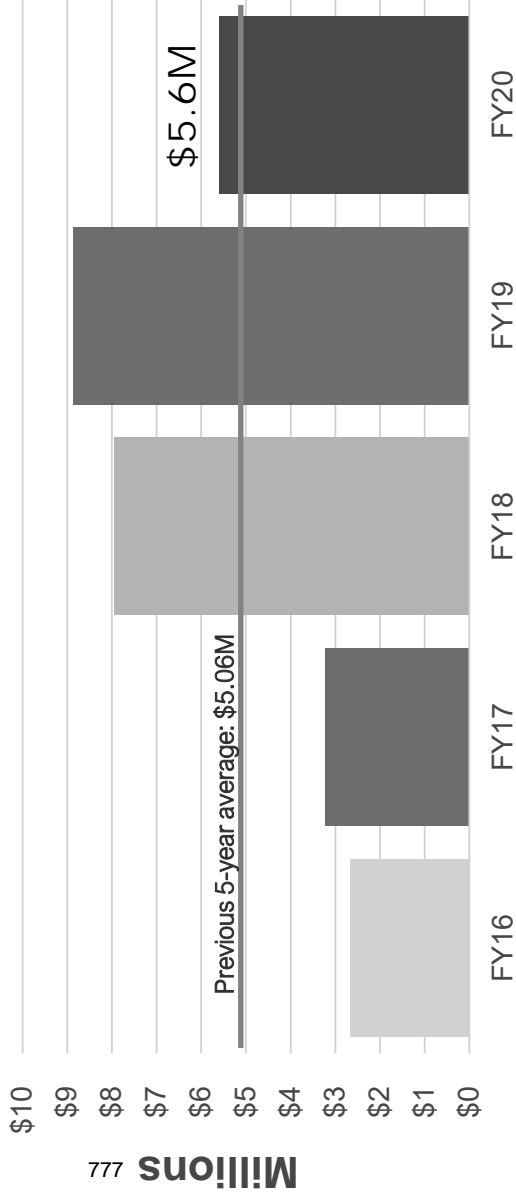


*AUTM metrics



Licensing Revenue

Licensing Revenue



➤ Beginning in Q3 of FY20, revenues reflect the expiration of licenses accounting for \$1.9M in annual running royalties and the absence of significant one-time payment events.



Ohio IP Promise

Launched in September 2019, Ohio’s public universities and two privates came together to establish a best-in-class process for how we license our institutions’ intellectual property.

Phase III Metrics – Key Performance Indicators:

- One set reported annually as a system
- Pioneering and unifying method to communicate the innovation activity across Ohio

# invention disclosures	# technologies licensed	# startups
944	272	30
Industry standard metrics of success		



Total portfolio company funding from all sources	Net Promoter Score (NPS)
Baseline FY20	Baseline FY20
Innovative measures of success	

Annual metrics will be reported as compared to the five-year rolling average. Ohio State, Cincinnati and Case Western Reserve account for more than 70% of each KPI. These baseline metrics are an aggregate of each institution’s five-year average from 2013-2018.

Board of Trustees CCS Rule Revision Approval

Summary of Rule Changes

November 18, 2020

Applications---Chapter 57

3335-57-01—"Job Announcements"

- Amended to reflect that there will be one website for all announcements, including university and med center. Other language changes to align with policy revisions.

3335-57-02---"Evaluating Applicants"

- Deleted the term "active pay status" as a criteria for an internal applicant's eligibility for consideration. The term no longer exists in Workday.
- Amended to allow probationary employees to be eligible for consideration for other university positions if their probationary period is ending within five calendar days of the application deadline.

Employment and Positions (Previously titled "Appointments")---Chapter 65

3335-65-03—"Temporary employment"

- Amended to replace 'employment' with 'position,' consistent with Workday and policy language.
- Amended to reflect that in Workday the maximum period of time for a temporary position is 12 months, and at the end of the period, the position cannot be extended---it will be terminated.

3335-65-04---"Seasonal employment"

- Amended to use the term "position" consistent with Workday and policy language.
- Amended to reflect that at the end of the season, Workday requires that persons with seasonal positions be terminated from the positions and will no longer 'begin an inactive season.'
- Amended to reflect that persons in seasonal positions may be rehired into the position in successive seasons, but that they will not automatically receive the position every year. The filling of the positions will be based on operational need.
- Deleted the term "active pay status" as a factor in whether a person in a seasonal position can apply for other university positions. The term "active pay status" no longer exists in Workday.



THE OHIO STATE UNIVERSITY
HUMAN RESOURCES

HR.OSU.EDU

1590 N. High Street, Suite 300 | Columbus, OH 43201 | 614-292-1050

3335-65-05---Intermittent Employment

- Amended to use the term “position” instead of “employment” consistent with Workday and HR policy language.
- Amended language to clarify that one in an intermittent position must work less than 50% FTE over the course of a 12 month period

3335-65-06 “Emergency Appointments”

- Deleted section, as we no longer have emergency appointments.

Leaves---Chapter 73

3335-73-01 Unpaid Leave

- Deleted the term “active pay status” relative to return to work and replace the word with the term ‘service.’ Active pay status will not be used in Workday
- Amended language to clarify that the university may pursue a disability separation but cannot place an employee into a disability separation.

3335-73-02 Military Leave

- Deleted current language and revised with language to make it clear that the university complies with USERRA, and other applicable laws.

Sick Leave---Chapter 79

3335-79-05---Uses of Sick Leave

- Amended language to align with Workday and policy which provides more expansive use of sick leave for ‘extended family,’ ‘non-immediate family,’ and ‘non-extended family,’ as defined in the updated Definitions section.
- Clarified language to reflect that the university does not ‘place’ employees on disability separation, but that the university may ‘pursue’ disability separation for an employee if they cannot perform the essential functions of a position.

Reduction in Work force---Chapter 81

- Amended language relative to notice and effective dates of layoffs, which will occur no earlier than 30 days after notice, in accordance with the policy.
- Deleted language requiring payment for “holiday pay due,” as the university does not pay that, irrespective of whether or not there is a return to work date.

Payroll and Compensation—Chapter 83

3335-83-05 Overtime Compensation

- Deleted term “active pay status” and replaced with language that aligned with Workday and the revised Scheduling Work and Overtime policy

3335-83-06 Compensatory Time

- Amended language to align with Workday.

3335-83-07 Holidays

- Deleted term "active pay status" and replaced with language that aligned with Workday and the revised Holidays policy

Definitions—Chapter 89

3335-89-01(B) "Appointing authority"

- Language amended to include HR's "highest administrative official directly overseeing the office of human resources, or their designee" as the appointing authority.

3335-89-01(C) "Appointment"

- Deleted. Added definition "First Position," which is the Workday language for all new employees at the university, classified and unclassified. In Workday there will only be academic appointments.

3335-89-01(K) "Extended family member"

- Definition added to align with Paid Time Off policy language regarding sick leave usage.

3335-89-01 (L) "Emergency Appointments"

- Section deleted. We no longer have emergency appointments

3335-89-01(L) "First Position"

- New definition to replace "Original Appointment" and to align with Workday terminology.

3335-89-01(N) "Full Time Employment"

- Language amended to align with term "Full Time Equivalency" ("FTE"), and the definition that is used within Workday and policy language.

3335-89-01(O) "Immediate family member"

- Definition added to align with Paid Time Off policy language regarding sick leave usage.

3335-89-01(P) "Intermittent Employment"

- Language amended to "Intermittent Position" and to align with the definition used in the Staff Employment Policy and within Workday.

3335-89-01 (Q) "Jurisdiction"

- Language amended to align with policy definition.

3335-89-01 (R) "Lack of Funds"

- Language amended to add "A term specific to position abolishments," for clarity.

3335-89-01(S) "Lack of Work"

- Language amended to add, "A term specific to position abolishments," for clarity.

3335-89-01(U) "Medical Center"

- Language amended to updated Medical Center definition.

3335-89-01(V) "Non-immediate/Non-extended family member"

- Definition added to align with Paid Time Off policy language regarding sick leave usage.

3335-89-01 (U) "Original Appointment"

- Deleted, as all new employees will be entered into Workday as "first position."

3335-89-01 (FF) "Regular Employment"

- Language amended to reflect use of term "position" in Staff Employment policy and Workday

3335-89-01 (KK) "Temporary Employment"

- Language amended to reflect use of term "position" in Staff Employment policy and Workday.
- Temporary positions also cannot exceed 12 months and extensions will no longer be permitted.

3335.89-01 (PP) "Unpaid Leave"

Deleted the term "active pay status," as that term is not used in Workday. Replaced with language that aligns with Workday.

November 18, 2020 meeting, Board of Trustees

**REVISIONS TO THE RULES OF THE CLASSIFIED CIVIL SERVICE OF
THE OHIO STATE UNIVERSITY**

3335-57-01 Job Announcements.

(A) Notice of all vacant or created regular classified civil service positions is posted on the jobs websites maintained by the office of human resources and the medical center. The vice president for human resources may waive the requirement to post positions at his or her discretion.

(B) through (C) No change.

3335-57-02 Evaluation of applicants and candidates.

(A) Internal applicants will be eligible for consideration if they meet minimum qualifications, and have passed probation (if applicable), and are on active pay status. An employee serving a probationary period may apply for other university positions, but is ineligible for consideration for positions unless the posting periods end within five calendar days of the end of the employee's probationary period. Internal applicants who have not completed probation will not be eligible for consideration unless approved by the office of human resources.

(B) through (C) No change.

3335-57-03 through 3335-57-05 No change.

Chapter 65 Employment and Positions. ~~Appointments~~

3335-65-01 through 3335-65-02 No change.

3335-65-03 Temporary position. ~~employment~~

(A) A temporary position employment in a classified title is an appointment position for which the employment relationship between the university and the employee is intended for a specific, designated period of time not to exceed 12 months. The employee that serves at the discretion of the appointing authority and, is not eligible for certification, and,

(1) ~~Is for a limited duration;~~

(2) ~~Is for a specific project;~~

(3) ~~Augments regular staff due to increased work loads or staff shortages; or~~

(4) ~~Replaces a regular employee during an absence due to illness, unpaid leave or vacation.~~

(B) Neither accepting nor declining a temporary position ~~employment~~ shall affect the ability of an applicant to be considered for a regular position ~~appointment~~, nor shall acceptance confer the ability to remain in the position as a regular employee, be promoted, transferred, or reinstated.

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- (C) ~~Periods of temporary service shall not be credited as part of the probationary period if one who has served in a temporary position receives a first position when a subsequent appointment to a regular position is made in the same classification at the university.~~
- (D) ~~Temporary appointments shall have a maximum duration of twelve months except when a longer duration is made necessary by reason of sickness or disability of a regular employee, or any other circumstance approved by the office of human resources. Employees in temporary positions who are replacing sick or disabled employees in regular positions may continue in that temporary position for the length of sickness or disability and do not obtain rights to a regular position appointment.~~
- (E) ~~Successive temporary appointments to the same position shall not occur. (B/T 6/5/2009, 4/8/2011)~~

3335-65-04 Seasonal ~~position~~ employment.

- (A) ~~A seasonal position in a classified title employment is a regular position for which appointment when the service recurs is for a specified period of time during a particular time of the year, and recurs in each successive calendar year. Persons appointed to seasonal positions who are temporarily separated from the service during the inactive season shall return to the same position each ensuing year unless the employee is disqualified for any reason or not assigned to work for a period of twelve months due to lack of work or refusal of work by the employee.~~
- (1) ~~During off-season time, the units are required to terminate seasonal positions.~~
- (2) ~~Units may rehire an individual into the same position in successive years, based on the continued need for the position.~~
- (B) ~~Reduction in force, Chapter 3335-81 of the Administrative Code, does not apply when a seasonal employee in a seasonal position completes the active work season, and begins the inactive season.~~
- (C) ~~Declining a seasonal position employment does not affect the ability of an applicant to be considered for other regular position appointments.~~
- (D) ~~Once an applicant accepts a seasonal position appointment, the seasonal employee may apply as an internal candidate for positions within the university, provided the employee has completed the probationary period within that classification.~~
- (1) ~~The seasonal employee may apply as an internal candidate for positions within the university, provided the employee has completed the probationary period within that classification and is in active pay status.~~
- (2) ~~The seasonal employee may apply as an external candidate for positions within the university while the seasonal employee is inactive. (B/T 6/5/2009, 4/8/2011)~~

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3335-65-05 Intermittent ~~position~~ employment.

- (A) ~~An intermittent position employment in a classified title is an position for which appointment when the employee works irregular hours or days on an as-needed basis.~~
- (B) An ~~intermittent~~ employee in an intermittent position serves at the discretion of the appointing authority and is not eligible for certification.
- (C) The employee must work less than 50%FTE over the course of any 12 month period.
- (D) Neither accepting nor declining intermittent employment affects the ability of an applicant to be considered for a regular appointment, nor shall acceptance confer the ability to be promoted, transferred, or reinstated. (B/T 6/5/2009, 4/8/2011)

3335-65-06 Emergency appointments.

~~In case of an emergency, an appointment process may bypass Chapters 3335-49 to 3335-89 of the Administrative Code. Emergency appointments shall not exceed a maximum of twelve months, serve at the discretion of the appointing authority, and are not eligible for certification days. (B/T 6/5/2009, 4/8/2011)~~

3335-65-07 No change.

3335-73-01 Unpaid Leaves.

- (A) The university may grant unpaid leave to a classified civil service employee. Such leave may be for personal or medical reasons for up to a maximum ~~duration of six months, however, the six months and may not be extended at the discretion of the university.~~
- (B) No change.
- (C) Upon completion of such unpaid leave, the employee shall return to the same or similar position of employment. If the unpaid leave was for medical reasons, appropriate medical documentation from a licensed practitioner may be required to verify that the employee has been released to return to work. The employee may return to service active pay status prior to the originally scheduled expiration of the unpaid leave, if the earlier return is agreed to by both employee and university.
- (D) Failure to return to service within three working days of the completion or valid cancellation of an unpaid leave without explanation to the appointing authority will constitute job abandonment and is cause for termination of employment. An employee who fails to return to service from an unpaid leave and is subsequently terminated or voluntarily resigns from the service is deemed to have a termination date corresponding to the starting date of the unpaid leave.
- (E) No change.

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3335-73-02 Military leave.

- (A) The university provides military leave and benefits in accordance with federal and state laws, including but not limited to, the Uniformed Services Employment and Reemployment Rights Act (USERRA). An employee who enlists or is commissioned in the United States armed forces or who is a member of the Ohio national guard, Ohio military reserve, the Ohio naval militia, or is in the reserves for any branch of the United States armed forces, may request military leave. Such military leave may be requested for the performance of duty on a voluntary or involuntary basis and includes active duty, active duty for training, initial active duty for training, inactive duty training, full-time national guard duty or an examination to determine the fitness to perform any such duty. An employee may be absent from university employment pursuant to this rule for a cumulative amount of time not to exceed five years unless special orders are issued by the president of the United States or the United States department of defense.
- (B) ~~An employee who requests military leave must provide reasonable advance written notice of such active military service to the university. Such advance notice is not required when it is precluded by military necessity or the giving of such notice is otherwise impossible or unreasonable.~~
- (C) ~~The university is not required to reemploy a person after military leave if:~~
- (1) ~~The university's circumstances have so changed as to make such reemployment impossible or unreasonable;~~
- (2) ~~Such reemployment would impose an undue hardship upon the university; or~~
- (3) ~~The employment from which the person leaves to serve in the uniformed services is for a brief, nonrecurrent period.~~
- (D) ~~Unless otherwise ineligible, upon completion of military service, the employee will apply for reemployment in a timely manner: _____~~
- (1) ~~For service of less than thirty one days, notice must be given no later than the beginning of the first full regularly scheduled work period that starts at least eight hours after return from military service.~~
- (2) ~~For service of more than thirty days, but less than one hundred eighty one days, notice must be given no later than fourteen days after return from military service. _____~~
- (3) ~~For service of more than one hundred eighty days, notice must be given no later than ninety days after return from military service.~~
- (E) ~~Following a military leave, an employee eligible for reemployment shall return, within thirty days of the request of reemployment, to the same or similar position regardless of the employee's civil service status.~~
- (F) ~~An employee shall be reemployed with all rights and benefits generally available to employees in a comparable unpaid leave, including the following: _____~~
- (1) ~~All sick and vacation leave that had been accumulated at the time of entering service;~~

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- ~~(2) All seniority that would have accrued had the employee been on the job;~~
- ~~(3) Automatic salary adjustments associated with the position and due the employee had the employee been on the job;~~
- ~~(4) Any change in classification or pay range that would be due the employee had the employee been on the job; and~~
- ~~(5) Reinstated health insurance and related insurance benefits with no waiting periods or pre-existing conditions exclusions.~~
- ~~(G) This rule does not apply to any employee who, by re-enlisting or extending active duty beyond the commission, displays an intent to remain on extended active duty in the armed services of the United States.~~
- ~~(H) A reemployed individual shall not be terminated, except for cause or other legitimate nondiscriminatory reasons:~~
 - ~~(1) Within twelve months after the date of reemployment, if the employee had been employed by the university for more than one hundred eighty days prior to the date of reemployment; or~~
 - ~~(2) Within one hundred eighty days after the date of such reemployment, if the employee had been employed by the university for more than thirty days but less than one hundred eighty-one days prior to the date of reemployment.~~
- ~~(I) Discrimination or retaliation with regard to any aspect of employment against an individual for voluntary or involuntary membership in uniformed service is prohibited.~~
- ~~(J) Family and medical leave as it applies to members of the military and their family members is provided for in university human resources policy. (B/T 6/14/82, 6/22/97, 7/1/01, 4/8/2011)~~

3335-73-03 Court leave.

- (A) The university shall grant court leave without loss of pay to any employee who:
 - (1) Is summoned for jury duty;
 - (2) Is subpoenaed to appear before any court, commission, board or other legally constituted body authorized by law to compel the attendance of witnesses, when the employee is not a party to the action; or
 - (3) Is the appellant in any action before the state personnel board of review and is currently in a paid active pay status (by working or receiving any paid time pursuant to the university policy) at the time of a scheduled hearing.
- (B) No change.

There is no 3335-73-04

3335-73-05 through 3335-73-07 No change.

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3335-79-01—Crediting of sick leave.

Sick leave credit accrues at the rate of 4.6 hours for each eighty hours of service, ~~in an active pay status, including paid vacation, overtime, and sick leave, but not during an unpaid leave, or layoff.~~ Sick time accrues during hours worked and paid absences. It does not accrue during unpaid time off. Employees in part-time, seasonal, and temporary positions employees accrue sick leave at the same rate. (B/T 6/14/82, 6/22/97, 7/1/01, 4/8/2011)

3335-79-02 No change.

3335-79-03 Expiration of sick leave.

An employee may be either granted unpaid leave in accordance with rule 3335-73-01 of the Administrative Code, or ~~the university may pursue~~ ~~pled on a~~ disability separation of the employee in accordance with rule 3335-73-04 of the Administrative Code prior to the expiration of earned sick leave. (B/T 6/14/82, 6/22/97, 4/8/2011)

3335-79-04 No change.

3335-79-05 Uses of sick leave.

- (A) Sick leave shall be granted to an employee upon approval of the appropriate administrative official and for the following reasons:
- (1) Illness or injury of the employee or a member of the employee's immediate or extended family;
 - (2) Death of a member of the immediate or extended family member or non-extended or non-immediate family members. ~~(Sick leave usage limited to the following: five working days);~~
 - (a) Immediate family member, up to five working days or 40 hours (1 week) continuously or intermittently. Employees are eligible for an additional five working days or 40 hours (1 week) subject to approval based on operational needs);
 - (b) Extended family member, up to five working days or 40 hours, continuously or intermittently;
 - (c) Non-immediate or non-extended family member, one day for funeral attendance (subject to departmental approval).
 - (3) No change.
 - (4) No change.
 - (5) Pregnancy and/or childbirth and related conditions.
 - (6) Any other reason as documented in the university's policies.
- ~~(B) For the purpose of this chapter, "immediate family" is defined by university human resources policy.~~

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(B/C) The lettering changed from ("C") to ("B"). Content did not change.

3335-79-06 through 3335-79-07 No change

3335-79-08 Employee medical or psychological examination (A) through (B) No change.

(C) If found unable to perform the essential duties of the position, the employee may be placed on sick leave, or unpaid leave, or the university may pursue a disability separation of the employee.

(D) No change.

3335-79-9 through 3335-79-11 No change.

3335-79-12 Payout of sick leave in other situations.

The highest administrative official directly overseeing the office of vice president of human resources may establish or approve sick leave payout programs in addition to any other programs defined in this section, at his or her discretion. (B/T 4/8/2011)

3335-81-01 Reduction in work force.

Should a reduction in the work force become necessary due to lack of funds, lack of work, reasons of economy, or reorganization for efficiency; the office of human resources shall lay off employees and/or abolish positions. ~~The r~~Reductions of an ~~position-appointment~~ to .75 full time equivalency or greater shall not be considered a reduction in force. The office of human resources shall determine in which classification or classifications layoffs shall occur and the number of employees to be laid off within each classification. Before abolishments are implemented, a statement of rationale and supporting documentation shall be reviewed, and approved, and on file with the office of human resources. (B/T 5/6/83, 6/22/97, 10/29/2009, 4/8/2011)

3335-81-02 Reasons of economy or lack of work.

(A) No change.

(B) Upon the approval of the office of human resources, employees may be laid off for reasons of economy or lack of work. Before such layoffs, a ~~statement of rationale and supporting documentation shall be prepared~~ following the procedures outlined in the human resources policy. The rationale and supporting documentation shall be retained by and on file in the office of human resources. (B/T 5/6/83, 6/22/97, 1/2/98, 7/1/01, 4/8/2011)

3335-81-03 Abolishment of positions.

(A) The office of human resources, in response to documentation from the appropriate college or unit, shall approve what positions will be abolished using the following criteria:

- (1) Positions will be selected based on the needs of the department; and
- (2) Employees will be selected first based on certification status, and then by a review of the following elements: skills and abilities applicable to the department's needs, documented performance, and length of OSU employment. Employees who are in a

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probationary period for an first position ~~original appointment~~ and not certified in any classified civil service title shall be automatically laid off.

- (B) No change.
- (C) No change.
- (D) Employees may be laid off as a result of the abolishment of a position or positions, provided that the office of human resources shall, in such layoff, follow the procedures applicable to the layoff of employees as set forth in this chapter and the human resources policy. (B/T 10/29/2009, 4/8/2011)

3335-81-04 No change.

3335-81-05 Displacement procedures.

- (A) No change.
- (B) The process will occur as follows:
 - (1) Placement into a vacancy within the employee's classification and within the employee's jurisdiction.
 - (2) through (6) No change.
- (C) through (H) No change.

3335-81-06 Retention points.

- (A) When more than one employee is within the same classification and the same jurisdiction, and they are all subject to a layoff or displacement, the university shall compute retention points for each employee in the a classification that is the subject of a layoff or displacement within the jurisdiction of the abolishments.
- (B) through (E) No change.

3335-81-07 No change.

3335-81-08 Notice of layoff and displacement.

- (A) The university shall give advance written notice of layoff or displacement to each employee subject to such layoff or displacement. Such written notification shall be issued by the office of human resources and hand delivered to the employee by the employee's supervisor and the unit's human resource representative or human resource designee at work or mailed by certified mail to the last address on file with the college or unit. If the notification is hand delivered, it shall be given at least thirty fourteen calendar days before layoff, ~~and the day of hand delivery shall be the first day of the fourteen-day period.~~ If the notification is mailed, it shall be mailed in order for the employee to receive the notification no earlier than thirty calendar days before the layoff begins. ~~at least seventeen calendar days before layoff and the day of mailing shall be the first day of the seventeen-day period.~~

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- (B) Each notice of layoff or displacement shall contain the following information as applicable to the individual situation:
- (1) The reason for layoff or displacement;
 - (2) The effective date of layoff or displacement as follows:
 - (a) If the employee chooses displacement and a vacancy exists, the effective date is within a reasonable period of time to allow for a move to the position, not to exceed thirty days;
 - (b) If the employee chooses displacement and no vacancy exists, the effective date of the displacement or layoff shall ~~be no earlier than not exceed~~ thirty days;
 - (3) The employee's retention points as computed pursuant to this chapter;
 - (4) The employee's option to appeal to the state personnel board of review and the time within which to file an appeal;
 - (5) A statement advising the employee of the displacement procedures and the length of time within which the employee may displace another employee;
 - (6) A statement advising the employee of the reinstatement procedures;
 - (7) Any additional information with respect to the limits of the applicable layoff jurisdiction of the employee as specified by rule 3335-81-07 of the Administrative Code and university human resources policy;
 - (8) A copy of the displacement and/or reinstatement procedures and/or office of human resources web site address with this information;
 - (9) In cases of multiple reductions in the same unit and in the same classification, a specific date the employee has the opportunity to discuss the rationale for the reduction of the employee's position with their supervisor and human resource representative. (B/T 5/6/83, 6/22/97, 10/29/2009, 4/8/2011)

3335-81-09 No change.

3335-81-10 No change.

3335-81-11 Holiday, overtime and vacation payment.

Payment for earned but unused vacation, ~~any holiday pay due~~, and any overtime and/or compensatory time will be issued in accordance with university human resources policies. However, when a specific return to work date has been established and upon request from the employee, vacation and compensatory time due will not be paid unless required by law. In instances of job abolishment when no return to work is anticipated, all vacation, holiday pay and overtime must be paid out at the time of the layoff. (B/T 5/6/83, 6/22/97, 10/29/2009, 4/8/2011)

3335-81-12 through 3335-81-13 No change.

3335-83-01 through 3335-81-04 No change.

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3335-83-05 Overtime compensation.

- (A) Nonexempt staff will be paid overtime compensation when they work more than 40 hours in a work week. The calculation of hours worked includes holiday benefit pay.
- (B) The calculation of hours worked. excludes paid time off hours such as sick time off, vacation time off, and compensatory time off.
- (C) Holiday premium pay hours will count toward the calculation of overtime eligibility and will be used to offset any holiday benefit pay hours used in the calculation of overtime.
- (D) Pay for hours worked in excess of 40 in a work week will be paid at a rate of time and one-half the regular rate of pay.
- (E) An authorized administrative authority has sole authority for determining when overtime hours are required to complete work. The determination will be based on operational needs. The administrative authority may first seek volunteers to perform the overtime work before requesting or directing nonexempt staff to work overtime.
- (F) An authorized administrative authority must authorize nonexempt staff who work over 40 hours per week to receive overtime pay.
- (G) Nonexempt staff who work overtime without receiving prior authorization or approval from an authorized administrative authority approval to do so may be subject to corrective action.
- (A)(H) Employees in intermittent positions are eligible for overtime

~~When a non-exempt classified civil service employee is required by an authorized administrative authority to be in an active pay status more than forty hours in any calendar week, the employee shall be compensated for such time over forty hours at one and one-half times the base rate of pay. Such compensation for overtime work shall be paid no later than at the conclusion of the next succeeding pay period. (B/T 6/14/82, 6/22/97, 9/17/2010)~~

3335-83-06 Compensatory time.

~~An authorized administrative authority has the discretion to determine whether a non-exempt employee may elect to earn ~~take~~ compensatory time off in lieu of overtime pay. When offered the choice, a non-exempt employee may elect to earn compensatory time in lieu of overtime pay. ~~for any overtime worked.~~~~

- (A) An authorized administrative authority may require a non-exempt employee to designate whether they want to earn compensatory time or overtime compensation prior to being approved to perform the work. When a nonexempt employee designates compensatory time and works overtime, the authorized administrative authority must approve the compensatory time election.
- (B) Such compensatory time shall be granted by the authorized administrative authority on a time and one-half basis and at a time mutually agreed upon by the non-exempt convenient to the employee and the authorized administrative authority, ~~university~~ within one hundred eighty days after the overtime is worked. After the expiration of the one hundred eighty day period, or

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~~upon transfer to a different college or unit, the compensatory time shall be paid out at the employee's base rate of pay. (B/T 6/14/82, 6/22/97, 4/8/2011)~~

- ~~(C) A non-exempt employee may not maintain more than 240 hours of compensatory time. Earned compensatory time must be used within 365 days from the day it was earned. Any earned compensatory time that is not used within 365 days will be paid out on a regular paycheck.~~
- ~~(D) A non-exempt employee who reaches the maximum 240 accrued hours of compensatory time will be paid for any hours that exceed that maximum in the pay period following the pay period in which the maximum was reached.~~
- ~~(E) Unused compensatory time will be paid at the employee's current base hourly rate of pay in the following circumstances:
 - ~~(1) If not taken within 365 days of being earned; or~~
 - ~~(2) Upon job transfer, in which case the unit from which the employee is transferring holds the financial responsibility for the pay out to the employee; or~~
 - ~~(3) Upon moving from a non-exempt position to an exempt position; or~~
 - ~~(4) Upon separation from employment.~~~~

3335-83-07 Holiday compensation.

- ~~(A) No change.~~
- ~~(B) Employees must receive paid time during the week that includes a holiday to receive holiday benefit pay. A full-time employee shall receive eight hours of pay for each holiday regardless of the employee's work shift and work schedule. Part-time employees shall be paid holiday pay in accordance with university human resources policy.~~
- ~~(C) Employees must receive paid time during the week that includes a holiday to receive holiday benefit pay.~~
- ~~(D) At no time will employees receive more than eight hours of holiday benefit pay, regardless of schedule.~~
- ~~(E) Holiday benefit pay for eligible full-time employees is equal to an employee's full-time equivalency (FTE) multiplied by eight hours.~~
- ~~(F) Holiday benefit pay for part-time employees will be either the employee's FTE multiplied by eight hours or by the number of hours the employee would normally be scheduled to work on that holiday, whichever is greater.~~
- ~~(G) Employees may have adjustments made to their schedules during holiday weeks at the discretion of their department.~~

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- (H) Nonexempt employees who work on a holiday premium pay date will receive holiday premium pay of one and one-half times the base rate of pay multiplied by the number of hours worked. Employees have the option of electing compensatory time.
- (I) Nonexempt part time employees will receive holiday premium pay if they work on a holiday premium pay date.
- (J) Nonexempt employees in intermittent positions will receive holiday premium pay if they work on a holiday premium pay date.
- ~~(C)~~ A non-exempt classified civil service employee who is in active pay status for more than forty hours per week and who is required to work on a day designated by university human resources policy as one eligible for holiday premium pay shall be entitled to holiday premium pay for such time worked.:
- ~~(1)~~ At the employee's base pay in addition to one and one-half times the base rate _____ of pay; or
- ~~(2)~~ At the employee's base pay in addition to compensatory time off at time and _____ one-half.
- (KD) The university may establish holiday compensation and premium pay programs that supersede any other program defined in this section, at its discretion. When such programs are established, the university shall provide notice to all affected employees. (B/T 6/14/82, 6/22/97, 7/1/01, 9/17/2010, 4/8/2011)

3335-89-01 Definition of terms.

For the purposes of Chapters 3335-49 to 3335-89 of the Administrative Code, the following terms are defined as follows:

- (A) "Abolishment" - No change.
- (B) "Appointing authority" - the board of trustees for the university has delegated its authority regarding civil service employment matters to the highest administrative official directly overseeing the office of human resources, or their designee vice president for human resources.
- ~~(C)~~ "Appointment" - the administrative process of placing a university employee on the payroll
- (CD) "Base rate of pay" - Only the lettering changed, the definition did not change.
- (DE) "Certified status" - Only the lettering changed, the definition did not change.
- (EF) "Classification" - Only the lettering changed, the definition did not change.
- (EG) "Classification plan" - Only the lettering changed, the definition did not change.
- (GH) "Classified civil service" - Only the lettering changed, the definition did not change.
- (H) "Day" - Only the lettering changed, the definition did not change.
- (LJ) "Demotion" - Only the lettering changed, the definition did not change.

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- (JK) "Displace" or "displacement" - Only the lettering changed, the definition did not change.
- ~~(L)~~ "Emergency appointment" - an appointment to a position to meet an emergency situation, an exception from civil service rules, not to exceed a maximum of twelve months.
- (K) "Extended family member" - any one of the following: sister, brother, grandparent, grandchild, mother-in-law, father-in-law, sister-in-law, brother-in-law, daughter-in-law, son-in-law, grandparent-in-law, grandchild-in-law, or corresponding relatives of the employee's domestic partner.
- (L) "First Position" - an individual's first classified civil service position with the university.
- (M) "For cause" - No change.
- (N) "Full-time equivalency ("FTE") employment" - the percentage of full time (40 hours per work week) hours worked during the period covered by a given position employment when the work schedule is normally forty hours per week.
- (O) "Immediate family member" - any one of the following:
- (1) Spouse or domestic partner;
 - (2) Biological, adoptive, step, or foster parent;
 - (3) Individual who stood in loco parentis to an employee when the employee was a child; and
 - ~~(4)~~(4) Biological, adopted, step, or foster child; a legal ward; or a child of a person standing in loco parentis.
- (PE) "Intermittent position employment" - an position in appointment which the employee serves at the discretion of the appointing authority, is not eligible to obtain certification and when the employee works irregular hours or days on an as-needed basis. The employee must work less than 50% FTE over the course of any 12-month period.
- (QP) "Jurisdiction" - the limited location in which procedures for layoff, displacement, and reinstatement may be exercised. Jurisdictions are: Columbus campus—each college and unit as defined by the Layoff Jurisdictions list; Columbus campus—medical center; Lima campus; Ohio Agricultural Research and Development Center and Agricultural Technical Institute; Marion campus; Mansfield campus; Newark campus; units located outside of Columbus in a county where a regional campus is located are part of that jurisdiction, otherwise, the jurisdiction is limited to that county only; and units located outside of Ohio are each their own jurisdictions. (See Classified Civil Service Rule 3335-81-07)
- (RQ) "Lack of funds" - a term specific to position abolishments. It is a current or projected deficiency of funding to maintain current, or to sustain projected, levels of staffing and operations. A lack of funds shall be presumed for a position assigned to an employee who works under a grant if it is reduced or withdrawn.
- (SR) "Lack of work" - a term specific to position abolishments. It is a current or projected decrease in workload that requires a reduction of current or projected staffing levels in the organization or its structure.

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- ~~(IS)~~ "Licensed practitioner" – Only the lettering changed, the definition did not change.
- ~~(UF)~~ "Medical center" – includes University Hospital, East Hospital, Brain and Spine Hospital, Richard M. Ross Heart Hospital, Harding Hospital, Dodd Rehabilitation Hospital, Ambulatory Clinics and Services, and Arthur G. James Cancer Hospital and Richard J. Solove Research Institute and Outreach Sites; College of Medicine and its School of Health and Rehabilitation Sciences; the Office of Health Sciences, including OSU Faculty Group Practice; various research centers, programs and institutes; and The Ohio State University Comprehensive Cancer Center.
- ~~(U)~~ "Original appointment" – an individual's first classified civil service appointment with the university.
- ~~(V)~~ "Non Immediate/Non extended family member" – one who is not an immediate or extended family member, as defined in this chapter.
- ~~(WV)~~ "Part-time employment" - employment when the work schedule is normally less than forty hours per week.
- ~~(XW)~~ "Pay range" – Only the lettering changed, the definition did not change.
- ~~(YX)~~ "Position" – Only the lettering changed, the definition did not change.
- ~~(ZY)~~ "Preemployment screening" – Only the lettering changed, the definition did not change.
- ~~(AAZ)~~ "Probationary period" - a period of time that constitutes a trial or testing period for a classified employee, during which the employee may be terminated or returned to the former classification. It begins:
- (1) When a classified employee is hired;
 - (2) When a classified employee receives at the beginning of an original appointment, a promotion;
 - (3) When a classified employee makes or a lateral change from one classification to another. that constitutes a trial or testing period for the employee, during whic
- ~~(BBA)~~ "Promotion" - Only the lettering changed, the definition did not change.
- ~~(CCB)~~ "Reassignment" - Only the lettering changed, the definition did not change.
- ~~(DDC)~~ "Reclassification" - Only the lettering changed, the definition did not change.
- ~~(EED)~~ "Reduction in force" - Only the lettering changed, the definition did not change.
- ~~(FEE)~~ "Regular position employment" – an employment relationship between the university and the employee that is intended to be ongoing, subject to the needs of the appointing authority and to the employee meeting job performance standards.
- ~~(GG)~~ "Regular rate of pay" - the university adheres to the definition of regular rate of pay under the Fair Labor Standards Act, 29 CFR 207, Regular rate of pay includes the base rate, shift and weekend differentials, and non-discretionary bonuses earned during the workweek.

November 18-19, 2020, Board of Trustees Meetings

November 18, 2020 meeting, Board of Trustees

- (HHFF) "Reinstatement" - Only the lettering changed, the definition did not change.
- (GGG) "Reorganization for efficiency" – Only the lettering changed, the definition did not change.
- (JJHH) "Seasonal ~~position~~employment" – a position in which regular employment when the service reoccurs for a specified period of time during a particular time of the year.
- (KKH) "Specification" - Only the lettering changed, the definition did not change.
- (LLH) "Target hiring range" – Only the lettering changed, the definition did not change.
- (MMKK) "Temporary ~~position~~employment" – a position for which the employment relationship between the university and the employee is intended for a specific, designated period of time not to exceed 12 months. The employee an appointment that serves at the discretion of the appointing authority, is not eligible for certification, and
- (NNH) "Termination" - Only the lettering changed, the definition did not change.
- (OOAAA) "Transfer" - Only the lettering changed, the definition did not change.
- (PPNN) "Unpaid leave" – a period of time when an employee is not working, and their absence from work is not covered by another university leave or time off program, but temporary separation from active pay status with the employee is generally retaining employment status and seniority. (B/T 6/14/82, 6/22/97, 1/2/98, 7/1/01, 6/5/2009, 10/29/2009. 2/5/2010, 4/8/2011)

APPENDIX XXXII

The Ohio State University
Board of Trustees

November 19, 2020

Appointments/Reappointments of Chairpersons

ADELEKE ADEEKO, Interim Chair, Department of African American and African Studies, effective August 17, 2020 through June 30, 2022

LOUIS F. DIMAURO, Director, Institute for Optical Science, effective September 1, 2020 through August 31, 2021

**JAY B. HOLLICK, Director, Center for Applied Plant Sciences, effective July 1, 2020 through June 30, 2021

**Reappointment

Faculty Professional Leaves

ANTONIO J. CONEJO, Professor, Department of Integrated Systems Engineering, effective Spring 2021

KATHERINE H. FEDERLE, Professor, Moritz College of Law, effective Spring 2021

JAY F. MARTIN, Professor, Department of Food, Agricultural and Biological Engineering, effective Spring 2021

EFTHIMIOS PARASIDIS, Professor, Moritz College of Law, effective Spring 2021

Faculty Professional Leave Cancellations

ANIKA S. ANTHONY, Associate Professor, Department of Educational Studies, cancellation of FPL for Autumn 2020

JILL K. CLARK, Associate Professor, John Glenn College of Public Affairs, cancellation of FPL for Spring 2021

VISH V. SUBRAMANIAM, Professor, Department of Mechanical and Aerospace Engineering, cancellation of FPL for Autumn 2020

LORRAINE S. WALLACE, Associate Professor, Department of Biomedical Education and Anatomy, cancellation of FPL for Spring 2021

CHRISTOPHER J. ZIRKLE, Associate Professor, Department of Educational Studies, cancellation of FPL for Spring 2021

Emeritus Titles

AUDREY L. BEGUN, College of Social Work, with the title of Professor Emeritus, effective May 15, 2021

PHILIP C. BROWN, Department of History, with the title of Professor Emeritus, effective September 1, 2020

ROBERT J. BURKHOLDER, Department of Electrical and Computer Engineering, with the title of Professor Emeritus-Research, effective November 1, 2020

JACQUELINE G. DAVIS, College of Optometry, with the title of Professor Emeritus-Clinical, effective May 23, 2020

November 18-19, 2020, Board of Trustees Meetings

The Ohio State University
Board of Trustees

November 19, 2020

KIRK A. DENTON, Department of East Asian Languages and Literatures, with the title of Professor Emeritus, effective August 15, 2021

RON EMOFF, School of Music, with the title of Professor Emeritus, effective August 16, 2020

HENRY W. FIELDS, College of Dentistry, with the title of Professor Emeritus, effective January 1, 2021

JONATHAN L. FINLAY, Department of Pediatrics, with the title of Professor Emeritus, effective August 1, 2020

KEVIN V. HACKSHAW, Department of Internal Medicine, with the title of Associate Professor Emeritus, effective August 4, 2020

BARBARA J. HAEGER, Department of History of Art, with the title of Associate Professor Emeritus, effective January 1, 2021

RICHARD S. HARNED, Department of Art, with the title of Professor Emeritus, effective January 16, 2021

EARL H. HARRISON, Department of Human Sciences, with the title of Professor Emeritus, effective January 1, 2021

SUSAN R. JONES, Department of Educational Studies, with the title of Professor Emeritus, effective January 1, 2021

PABLO S. JOURDAN, Department of Horticulture and Crop Science, with the title of Associate Professor Emeritus, effective October 1, 2020

WILLIAM LAFUSE, Department of Microbial Infection and Immunity, with the title of Professor Emeritus, effective September 1, 2020

LESLIE MIHALOV, Department of Pediatrics, with the title of Associate Professor Emeritus-Clinical, effective August 1, 2020

HENRI MOSCOVICI, Department of Mathematics, with the title of Professor Emeritus, effective June 1, 2020

CHAN E. PARK, Department of East Asian Languages and Literatures, with the title of Professor Emeritus, effective January 16, 2021

KEN RINALDO, Department of Art, with the title of Professor Emeritus, effective September 1, 2020

BHAGWAN SATIANI, Department of Surgery, with the title of Professor Emeritus-Clinical, effective October 1, 2020

The Ohio State University
Board of Trustees

November 19, 2020

Promotion, Tenure, and Reappointments

FISHER COLLEGE OF BUSINESS

TENURE ONLY [AT THE CURRENT RANK OF ASSOCIATE PROFESSOR]

Srikanth, Kannan, Management and Human Resources, effective January 1, 2021

*receipt of Permanent Resident

COLLEGE OF FOOD, AGRICULTURAL AND ENVIRONMENTAL SCIENCES

PROMOTION TO PROFESSOR

Wilkins, Jacqueline, OSU Extension, effective November 1, 2020

COLLEGE OF MEDICINE

PROMOTION TO PROFESSOR WITH TENURE

Bradford, Carol, Otolaryngology, effective November 18, 2020

AUTUMN
COMMENCEMENT



THE OHIO STATE UNIVERSITY
DECEMBER 13, 2020

POMP, CIRCUMSTANCE, AND OTHER SONGS OF A LIFETIME

—by Professor David Citino, 1947–2005, Late University Poet Laureate
(Originally presented as the 2000 Winter Commencement address)

If you're like me, you've got a big head,
not to mention a funny robe, full of music—
poems and melodies, the tunes
we move to, shower and shave by,
study, write to. Not just the incidental,

but the momentous music keeping time.
Our histories are measures of song.
Listen to your heart: drums of Africa,
sea-spume of blind, far-sighted Homer,
Sappho's honeyed love lyrics. Often,

music speaks for us, one note saying
a thousand words. Like Rodolpho
in Puccini's *La Boheme*, *Sono un poeta*.
I am a poet. *Che cosa faccio?* What
do I do? *Scrivo*. I write. This ceremony

is loud music—pomp and circumstance
of the life you began freshman year
or that first day of graduate school.
In my head I press Play, and the CD
of *Big Days* kicks on. I leap and linger

over moments too sweet, nearly, for words.
I'll never escape rhymes from the nursery.
Up above the world so high, like a diamond
in the sky. We knew from the start
our universe was aglow with wonder.

Italian, Latin, English songs in nasal accents
of Cleveland. *Gaudeamus igitur*, *Juvenes
dum sumus*. So, let us rejoice, while
we are young. Youth is that gift we can't
comprehend while we're young. This ceremony

means you all are less young than you were.
Don't let the heavy knowledge gained
from your studies deprive you of the gifts
of youth, to be able to rejoice at the drop
of a hat, to care for, be moved by others.

Now I hear golden hits of five decades.
Big Mama Thornton, and that so-called King
(King of what, fried butter sandwiches?)
who stole away her hound dog. You ain't
never killed a rabbit, you ain't no friend

of mine. As with those profs and TAs,
course after course, you had to produce—
kill some rabbits—to earn respect.
And at times OSU may have seemed
like Heartbreak Hotel, down at the end

of Lonely Street, so difficult was it
to do your best. Tennessee Ernie Ford,
"Sixteen Tons": St. Peter don't you
call me 'Cause I can't go. I owe
my soul to the company store.

You have been digging deep in mines
of knowledge. We all owe our souls
to Ohio State, company store of learning,
shared experience—precious ore
we have in common forever.

Now I hear Domenico Modugno's
fervent urging to wish, sing, fly,
Volare, Wo-oo. Cantare, Wo-o-o-o.
My grandfather was a peasant farmer,
a *contadino* in Calabria in the toe

of Italy. He knew it's the human lot
to dream of flying. Lucky, lucky,
lucky me, I'm a lucky son-of-a-gun.
I work eight hours, I sleep eight hours,
That leaves eight hours for fun.

Hey! He sailed in steerage across
the Atlantic, came to Cleveland, where
he stayed long enough to work 52 years
for the B&O Railroad, before lying down
to rest in good Ohio soil. So many of us

here today came from elsewhere,
or ancestors did. From Tennessee, Italy,
Africa, Asia, Appalachia—even,
President Kirwan, the wilds of Kentucky
and Maryland. Women and men with backs

supple as birch trunks. The courage
it took to pick up stakes and begin again
in a new world! Think of the work
those older ones did. For you. You all
are facing a change right now.

This sheepskin is your passport.
You're bound for emigration to
the next song of your life. Ohio State
is the ark on which you've been sailing.
You've been the precious cargo.

But, as Noah once said, I can see
clearly now the rain is gone. The ark,
our university, was filled to overflowing
with the diversity of us. Diversity.
Networks and talk shows devalue the word.

(continued on inside back cover)

THE OHIO STATE UNIVERSITY 426TH COMMENCEMENT

AUTUMN 2020 • DECEMBER 13, 2020 • 2 P.M.

Presiding Officer

Kristina M. Johnson
President

Pre-Ceremony Program—1:30 to 2 p.m

Welcome

Melissa S. Shivers
Senior Vice President for Student Life

National Anthem

Jacob T. Heacock
Undergraduate Student
School of Music

Commencement Address

Jerry Revish
Pastor and Retired News Anchor

Conferring of Degrees in Course

Colleges presented by
Bruce A. McPheron
Executive Vice President and Provost

Welcome to New Alumni

Molly Ranz Calhoun
Senior Vice President for
Alumni Relations
President and CEO
The Ohio State University
Alumni Association

Alma Mater—Carmen Ohio

*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!*



Excerpts from the commencement ceremony will be broadcast on WOSU-TV, Channel 34, on Monday, December 14, at 5 p.m.

Livestream coverage and a replay of the ceremony in its entirety can be viewed at commencement.osu.edu.

COMMENCEMENT ADDRESS

Jerry Revish

Jerry Revish is an award-winning journalist who helped write the first draft of news history in central Ohio for more than four decades. Over the course of his long career, he helped enlighten viewers and listeners across the region — delivering news stories from throughout the community and around the world.

Mr. Revish launched his career in 1972 as a reporter and editor for WBBW Radio in his hometown of Youngstown, Ohio. Two years later, he began a 45-year tenure with the Dispatch Broadcasting Group in Columbus — first at WBNS Radio and later at WBNS-10TV, where he anchored the 5, 6 and 11 o'clock editions of 10TV News from 2005 until his retirement in 2019.

Mr. Revish's reporting skills frequently took him across the globe. He was the first Columbus TV journalist to report from Saudi Arabia during the Persian Gulf War in 1990. His work from the region, titled "Desert Shield Diary," won an Emmy Award. Mr. Revish has also reported from Haiti, Barbados, South Africa, Bosnia, Bahrain, Cuba and Japan.

His most personally satisfying work was closer to home, covering President Barack Obama's inauguration and helping Columbus bodybuilder Walter Smith — wrongfully convicted of rape — win his freedom through DNA testing.

Mr. Revish's reporting honors include the Silver Circle Award and 13 Emmys from the National Academy

of Television Arts and Sciences; four Regional Edward R. Murrow Awards; Associated Press Awards for best feature, best documentary and best spot news coverage; the Carl Day Award for Outstanding Achievement; and the Best International Reporting Award from the National Association of Black Journalists for a series of reports on the liberation of Haiti and a half-hour documentary on the new South Africa. He was inducted into the Ohio Broadcasters Hall of Fame in 2005.

Mr. Revish currently serves as senior pastor at Unity Temple Church of God in Christ in Columbus, which he and his wife, Danielle, founded in 2011. The couple have two children and four grandchildren.

A MESSAGE FROM PRESIDENT JOHNSON



Hello graduates!

You have my most heartfelt congratulations on accomplishing so much during such a challenging time.

Although our celebration during this pandemic has to be virtual, it is nonetheless a celebration. Like most ambitious people, most of you are probably intensely focused on what's next. But I hope you take a moment truly to enjoy this day — and also to thank your families and friends for their support along the way.

As Buckeyes, we know exactly what we stand for. We are one of the nation's largest land-grant universities. We stand for service, exploration, excellence and citizenship. During this time of COVID-19, all of you have demonstrated those qualities over and over, whether in research, on the front lines of health care or by protecting others and completing your degrees despite the obstacles. Our pride in you is immense.

I hope that your pride in The Ohio State University sustains you throughout the years ahead. As our school song "Carmen Ohio" says, "Thoughts of thee bid darkness go/Dear Alma Mater...OHIO!" Even in the most difficult of times, we truly are a place of brightness and brilliance, and your achievements are an important part of that.

You are now Buckeyes for life. I know all of you will continue to make us proud, as you take your knowledge and skills into new realms and reshape the world through your service.

Congratulations, again, and I cannot wait to see what you do next!

Sincerely yours,

Kristina M. Johnson, PhD
President

CONGRATULATIONS AND WELCOME TO THE ALUMNI ASSOCIATION

Congratulations, and welcome to the Buckeye alumni family, Class of 2020!

I know that each one of you has a unique Ohio State story to tell about your journey with us thus far, and your graduation will certainly stand apart from those who came before. Our unwavering commitment to you is also unique. The Ohio State University Alumni Association is dedicated to finding special ways to recognize your achievement in this extraordinary time.

I look forward to the day when we can celebrate this milestone together, and until we can all link arms and sing our alma mater's praise again, take heart and know that you are not alone. You have more than 570,000 fellow alumni around the globe ready to offer advice or lend a hand!

If you read the lyrics to "Carmen Ohio" — all three verses, not just the one we Buckeyes have memorized — you will see lines about both the good times and the bad. It references "happy days of yore" and "blackened sky or barren shoal." Now more than ever, it is easy to see the truth in these words. But, as the seasons pass, even amid all the world's uncertainties, I know one thing for sure: We are Buckeyes, and we will get through this together.

We will be with you wherever you go. You'll discover alumni clubs and societies in more than 100 cities, organizing everything from game watch parties to scholarship fundraisers. Take advantage of our alumni association's career resources, lifelong learning and networking opportunities, as well as ways to volunteer or pay forward in service to others.

Visit osu.edu/alumni to learn more about the benefits available to you. Explore our virtual opportunities for tips on how to cope during these unsettled times, or search for a new job. You can also download the alumni app to keep Ohio State in your pocket and hear news from campus, stories from alumni and much more.

This chapter in your Ohio State story is coming to an end, but the chapters to come offer endless opportunities and excitement. And never forget: You always have been, and always will be, a Buckeye for life.

In firm friendship,



Molly Ranz Calhoun '86
President and CEO
The Ohio State University Alumni Association



TURN YOUR TASSEL **AND STAY CONNECTED**

THROUGH THE OHIO STATE UNIVERSITY ALUMNI ASSOCIATION

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@TheOhioStateAlumni

Don't miss the 2020 photo mosaic, advice from alumni, and announcements about special events.



DOWNLOAD THE ALUMNI APP!

Through the App Store or Google Play

GO.OSU.EDU/ACM

The Office of Alumni Career Management is here to help you continue growing and take the next step in your career.



For more, visit
go.osu.edu/newalumni.



This program is not an official graduation list.

This printed program lists students who were eligible to graduate for Autumn Semester 2020, as of 5:00 p.m., December 4, 2020, 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

Dara Alexa Gillis
B.Music, M.Music (Ohio University)
Music
Dr. Robert Bode

Jeff Scott MacMullen
B.Music, M.Music (Michigan State University)
Music
Dr. Cyril Blosser

Brandon Lee Moss
Bachelor's (Otterbein University)
M.S. (Drexel University)
M.Music
Music
Dr. Robert Ward

Doctor of Philosophy

Yousef M N S S Abdullah
Bachelor's (Kuwait University)
M.S.
Electrical and Computer Engineering
Dr. Jin Wang

Saurabh Avinash Ailawar
Bachelor's (Institute of Chemical Tech-ICT)
M.S.
Chemical Engineering
Dr. Umrit Ozkan

Ehsan Akbari
B.Engr. (Sharif University of Technology)
M.S.
Mechanical Engineering
Dr. Jonathan Song

Mohammad Mazen Mohammad Al-Khalidi
B.S. (American University of Sharjah)
M.S. (Texas A&M University)
M.S.
Electrical and Computer Engineering
Dr. Joel Johnson

Ali Hamad S Albalhareth
B.Educ. (King Saud University)
M.A. (Ball State University)
Education
Dr. Peter Paul

Musfer Hasan M Alraddadi
Bachelor's (Riyadh College of Technology)
M.S. (Western Michigan University)
M.S.
Electrical and Computer Engineering
Dr. Antonio Jesus Conejo

Phillip Andrew Aquino
B.S.Mech.Eng., M.S.
Mechanical Engineering
Dr. Seung Hyun Kim
Dr. Shawn Midlam-Mohler

Sita Madhu Asar
B.S., M.S.
Electrical and Computer Engineering
Dr. Ayman Fayed

Fatoumata Bintu Bah
B.A., M.S. (University of Delaware)
Education
Dr. Cynthia Tyson

Yunhao Bai
B.Engr. (Shandong University)
M.S.
Electrical and Computer Engineering
Dr. Xiaorui Wang

Daniel Brice Baker
B.S., M.S. (Appalachian State University)
Public Policy and Management
Dr. Shahidul Hassan

Melvin Laneer Barnes, Jr.
B.A., M.A. (University of Toledo)
History
Dr. Christopher Reed

Molly Elizabeth Baumann
B.S.Biomed.Eng., M.S.
Biomedical Engineering
Dr. Heather Powell

Allisha Mari Berendts
B.A.
M.S. (University of Dayton)
Education
Dr. Darcy Granello

Paul Joseph Bertani
B.S.Elec.Cptr.Eng.
Electrical and Computer Engineering
Dr. Wu Lu

Jeniya Tabassum Binte Jafar
B.S. (Bangladesh University of Engineering and Technology)
Computer Science and Engineering
Dr. Feng Qin
Dr. Alan Ritter

John Karl Blauert
B.S. (Rose-Hulman Institute of Technology)
M.S.
Electrical and Computer Engineering
Dr. Asimina Kiourti

Bryan Joseph Blawut
B.S. (West Virginia University)
M.S.
Comparative and Veterinary Medicine
Dr. Marco Coutinho da Silva

Jacob Bowman
B.S. (Otterbein University)
Ohio State Biochemistry Program
Dr. Steffen Lindert

Jacob Tyler Boyer
B.S.Mat.Sci.Eng.
Materials Science and Engineering
Dr. Tyler Grassman

Justin Timothy Breitbach
B.S., D.V.M. (Iowa State University)
Comparative and Veterinary Medicine
Dr. Stefan Niewiesk
Dr. Joelle Fenger

Bradley James Cannon
B.S., M.S. (Utah State University)
Business Administration
Dr. Rene Stulz
Dr. Justin Birru

Brittney Lea Carter
B.A., Au.D.
Speech and Hearing Science
Dr. Eric Healy

Andrew Zane Castillo
B.S., M.S. (Texas A&M University)
Mathematics
Dr. Kenneth Koenig

Ashley Cetnar
B.S. (Grove City College)
M.S. (Vanderbilt University)
Education
Dr. Lin Ding

Chia-Wen Chang
B.S., M.S. (National Taiwan University of Science and Technology)
Chemical Engineering
Dr. Jonathan Song

Hsiu-Chen Chang
B.S. (Yuan Ze University)
M.S. (National Taiwan University of Science and Technology)
Electrical and Computer Engineering
Dr. Patrick Roblin

Xiaoyi Chen
Bachelor's (Shanghai Customs College)
M.S.
Statistics
Dr. Lo-Bin Chang

Ying-Ting Chiu
B.S. (Soochow University, Taiwan)
M.S. (Nat'l Changhua Un of Educ)
Education
Dr. Tiffany Wild

Seo Wook Choi
B.A., Bachelor's (Sungkyunkwan University)
M.A.
Psychology
Dr. Patricia Van Zandt

Emanuel Oneal Clayton
B.S. (Bowling Green State University)
M.S. (Troy St Univ Montgomery)
Education
Dr. Michael Battista

Rachel Mae Cole
B.S.Humn.Ecol., M.S.
Ohio State University Nutrition
Dr. Martha Belury

Jose Orlando Combata Heredia
B.S., M.S. (Universidad Nacional de Colombia)
Evolution, Ecology and Organismal Biology
Dr. Johannes Klompen

Olivia Claire Cosentino
B.A. (Washington University in Saint Louis)
M.A.
Spanish and Portuguese
Dr. Laura Podalsky

Kyler William Cowgill
B.A. (Wittenberg University)
M.A. (Kent State University)
Education
Dr. Jan Nespor

Laura Jeanette Crawford
B.A. (Creighton University)
M.A. (University of Alaska)
Anthropology
Dr. Kristen Gremillion

Katherine Claire Creutzinger
B.S.Agr.
M.S. (University of Saskatchewan)
Comparative and Veterinary Medicine
Dr. Gregory Habing

Renhao Cui
B.S. (University of Missouri)
Computer Science and Engineering
Dr. Rajiv Ramnath
Dr. Gagan Agrawal

Steven Jack William Dalglish
B.S.Honors (University of Warwick)
Philosophy
Dr. Stewart Shapiro

Felipe Dalla Lana da Silva
Bachelor's (Universidade Federal de Santa Maria)
M.S. (Universidade Federal do Rio Grande do Sul)
M.S.
Plant Pathology
Dr. Pierce Paul
Dr. Laurence Madden

Hieu Vu Dang
B.S. (Wittenberg University)
M.A.
Economics
Dr. Pok-Sang Lam

November 18-19, 2020, Board of Trustees Meetings

Neil John DeBoer

B.S. (Michigan State University)
M.S.
Mathematics
Dr. Timothy Carlson

Kayane Kohar Dingilian

B.S. (California Institute of Technology)
M.S.
Chemical Engineering
Dr. Barbara Wyslouzil

David Arthur Dippold

B.S. (Messiah College)
M.S. (University of Southern Mississippi)
Evolution, Ecology and Organismal Biology
Dr. Stuart Ludsin

Boluwatiwi Oleakan Durojaye

B.S., M.S. (University of Lagos)
M.S.
Ohio State University Nutrition
Dr. Earl Harrison

Mohamed Anwar Elshaer

B.A., M.A. (Florida International University)
Electrical and Computer Engineering
Dr. Jin Wang

Alexander Hugo Erdmann

B.A. (Cornell University)
Linguistics
Dr. Marie-Catherine de Marneffe

Fan Fan

B.S., M.S.
Materials Science and Engineering
Dr. John Lannutti

Shaimaa MohamedNoor Y Fatani

Bachelor's (King Abdul Aziz University)
M.A. (Eastern Michigan University)
Education
Dr. Mollie Blackburn

Sofoklis Floratos

B.S.Cptr.Sci.Eng. (Athens University of Economics & Business)
Computer Science and Engineering
Dr. Xiaodong Zhang

Joseph Carl Fritchman

B.S. (Wittenberg University)
Physics
Dr. Lei Bao

Elizabeth Noel Gardiner

B.S.
M.A. (School for International Training, Graduate Institute)
Anthropology
Dr. Matthijs Moritz

Benjamin Michael Frederic Georgin

B.S.Mat.Sci.Eng., M.S.
Materials Science and Engineering
Dr. Hamish Fraser

Connor Mulroy Geraghty

B.S.
Ohio State University Nutrition
Dr. Steven Clinton

Evan Victor Goldstein

B.A. (Tulane University)
Master's (University of Cambridge)
Public Health
Dr. Eric Seiber

Yiwen Gong

B.S. (Missouri University of Science and Technology)
Bachelor's (China University of Petroleum)
M.S. (University of Oklahoma)
Chemical Engineering
Dr. David Tomasko
Dr. Ilham El-Monier

Shannon Cory Gonzales-Miller

B.S.Educ., M.A.
Education
Dr. Cynthia Tyson

John David Grayson

B.S.Env.Nat.Res., M.S.
Environment and Natural Resources
Dr. Konrad Dabrowski

Jonathan Green

B.A. (Kenyon College)
Political Science
Dr. Michael Neblo
Dr. William Minozzi

Dev Gurera

B.Tech. (Indian Institute of Technology Roorkee)
M.S.
Mechanical Engineering
Dr. Bharat Bhushan

Sara Lindsey Halpern

B.A. (Colgate University)
M.A. (University of Michigan)
History
Dr. Robin Judd

Jeong Min Han

B.S.
Chemistry
Dr. Thomas Magliery

Teawon Han

Bachelor's, B.S. (Hallym University)
M.S. (University of Southern California)
M.S.
Electrical and Computer Engineering
Dr. Umit Ozguner

Tianyang Han

B.Eng. (Xi'an Jiaotong University)
M.S. (University of Michigan)
Mechanical Engineering
Dr. Marcelo Dapino

Brian Allen Hodge

B.S. (Humboldt State University)
M.S.
Plant Pathology
Dr. Pierce Paul

Akira Horiguchi

B.S. (University of Maryland)
M.S.
Statistics
Dr. Matthew Pratola
Dr. Thomas Santner

Patrick Ryan Houston

B.S., M.S.
Biophysics
Dr. Dongping Zhong

Kevin M. Huang

B.S. (Cal St Poly Tech University)
Pharmaceutical Sciences
Dr. Alexander Sparreboom
Dr. Shuiying Hu

Katherine Anne Huening

B.S., M.S.
Microbiology
Dr. Joseph Krzycki

Dannu Joachim Hütwohl

B.A., M.A. (University of New Mexico)
Greek and Latin
Dr. Carolina Lopez-Ruiz

Donald Justin Irby

B.S., M.S.
Pharmaceutical Sciences
Dr. A Phelps

Sarah Elizabeth Jackson

Education
Dr. Michelle Abate
Dr. Michiko Hikida

Tessa Katherine Jacobs

B.A. (Scripps College)
M.A.
English
Dr. Dorothy Noyes

Young Jaegal

B.A., M.A. (Seoul National University)
Geography
Dr. Harvey Miller

Evan Vaughn Jasper

B.A. (University of Colorado)
M.S.
Physics
Dr. Rolando Valdes Aguilar

Tiffany Leigh Jenkins

B.S.Agr., D.V.M. (University of Georgia)
Comparative and Veterinary Medicine
Dr. Mark Peeples

Sidney Jean Jones

B.A. (California State University)
M.A.
English
Dr. Andrea Williams

Angshuman Kapil

B.Eng. (Gauhati University)
M.Tech. (Indian Institute of Technology - Hyderabad)
M.S.
Materials Science and Engineering
Dr. Glenn Daehn

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Business Logistics Engineering

Peiyao Wang

Bachelor's (South China University of Technology)
Business Logistics Engineering

Xinyang Wang

Bachelor's (Beijing Normal University)
Business Logistics Engineering

Yanyuan Wu

B.S.Bus.Adm.
Business Logistics Engineering

Kai Xu

Bachelor's (Beijing University of Technology)
Business Logistics Engineering

Yan Xuan

Bachelor's (Huazhong University of Science and Technology)
Business Logistics Engineering

Mingze Yang

Bachelor's (Shandong University)
Business Logistics Engineering

Jifei Yu

Bachelor's (Donghua University)
Business Logistics Engineering

Ruowen Zhang

Bachelor's (Shanghai Institute of Foreign Trade)
Business Logistics Engineering

Master of Business Operational Excellence

Malak A. Abdel-Hadi

B.A.
Business Operational Excellence

Abdulhay Albirini

M.D. (University of Damascus)
Business Operational Excellence

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B.A. (University of North Carolina)
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B.A. (Capital University)
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Business Operational Excellence

Shannon Casey

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B.S. (Medical College of Georgia)
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B.S.Soc.Work, M.Soc.Work
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Business Operational Excellence

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B.S., M.S. (Case Western Reserve University)
Business Operational Excellence

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B.S., M.D. (American University of Beirut)
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Art

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Xiaozhou Feng
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Physics

Yinan Feng
B.S. (Liaoning University of Technology)
Environmental Science

Shelby Dax Fisher-Garibay
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Environment and Natural Resources

Justin Conor Flaherty
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Physics

Sofoklis Floratos
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Kimberlee Gabourel
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B.Med.B.Surgery. (University of the West Indies - St. Augustine)
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M.S. (Forest Research Institute)
Plant Pathology

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Human Sciences

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Electrical and Computer Engineering

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Mechanical Engineering

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Mechanical Engineering

Justin Warner

B.S.Mech.Eng. (Wright State University)
Mechanical Engineering

Trevor Brandon Webber

B.S.Civ.Eng. (University of Portland)
M.S. (University of Louisville)
Industrial and Systems Engineering

Nicholas Weithman

B.S.Mech.Eng.
Mechanical Engineering

Eric Andrew Westhaus

B.S.Aero.Astro.Eng., B.S.Aero.Eng.
Aerospace Engineering

Leslie Mae Whitacre

B.S.Pharm.Sci., Pharm.D.
Translational Pharmacology

Joseph Word

B.S., M.S. (University of Texas)
Welding Engineering

Eric M. Wu

B.S.Pharm.Sci., Pharm.D., M.B.A.
Translational Pharmacology

Zihong Wu

B.Engr. (Wuhan University of Technology)
Electrical and Computer Engineering

Qing Xie

B.S. (Beijing Normal University)
Statistics

Huaqing Xiong

B.Engr. (Zhejiang University)
Electrical and Computer Engineering

Zhihao Yang

Bachelor's (Shanghai Jiao Tong University)
Electrical and Computer Engineering

Woojong Yi

B.A. (Catholic University of Korea)
M.A. (Seoul National University)
Psychology

Pengfei Zhang

B.Engr. (Tsinghua University)
Mechanical Engineering

Shutong Zhang

B.Engr. (Kyoto University)
M.S. (Carnegie Mellon University)
Welding Engineering

Xiaoli Zhang

B.S. (Anhui Medical University)
Translational Pharmacology

Xiaoyu Zhang

B.S. (Lanzhou University)
Chemistry

Yujia Zhang

B.S. (Fachhochschule Lubeck)
B.Engr. (East China University of Science
and Technology)
Electrical and Computer Engineering

Qi Zhao

B.S. (Zhejiang University)
Computer Science and Engineering

Tong Zhao

B.S. (Nanjing University)
M.S. (Wuhan University)
Mechanical Engineering

Ling Zhou

Bachelor's (Sichuan University)
M.Philos. (Hong Kong Un Sci & Tech)
Mathematics

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Xiaodi Zhou

B.S.Chem.Eng. (Tianjin University)
Chemical Engineering

Zixu Zhou

Bachelor's (Beihang University)
Mathematics

Guanying Zhu

B.S. (Nanjing University)
Physics

Jingdan Zhu

B.S. (St. Mary's College of California)
Psychology

Xingrong Zhu

B.A. (College of Wooster)
Chemistry

Sean Michael Zielke

B.S. (University of Dayton)
Aerospace Engineering

Master of Social Work

Trisha Rae Coe

B.A.
Social Work

Master of Sports Coaching

Tuf Jared Borland

B.S.H.D.F.S.
Human Sciences

Nicole Jean Gragson Bodnar

B.A.
Human Sciences

Gunnar Anthony Hoak

B.S.Agr. (University of Kentucky)
Human Sciences

Specialized Master in Business

Jun Fan

B.S. (Beihua University)
M.B.A. (Sun Yat-sen University)
Business Administration: Analytics

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This program is not an official graduation list.

This printed program lists students who were eligible to graduate for Autumn Semester 2020, as of 5:00 p.m., December 4, 2020, 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**

**Susan V. Olesik, Divisional Dean
Natural and Mathematical Sciences**

**Trevon D. Logan, Interim Division Dean
Social and Behavioral Sciences**

Bachelor of Arts

Muhammad Adan Abdi
Mustafa Hassan Abdi
Bahja Abdulkadir Abdirahman
Tika Ram Acharya
Kieran Adamo
Daniel David Adams
Alexandra Jacqueline Adcock
Summa Cum Laude
Afua Boakyewa Adjei-Brenyah
Brian Joseph Adkins
Ruth Gneue Aelmou
Samuel Elliot Afran
Jonathan M. Agan
Anthony James Agazarm
Ahmed Mohamoud Ali
Tiffany L. Allensworth
Alexxis Dominic Alverson
Edwin Benedict Elikem Atsu Amagnoh
Abigail Anderson
Summa Cum Laude
Charles Jeremy Anderson
Eben-ezer Carl Andre
Madison Angela Andre
Joseph Michael Angelo
Jackson William hamilton Arnold
Amanda Kay Ashby
Yuta Ashida
Raquella Rose Auddino
Cecilia Marie Babarsky
Cullen Avery Baer
Cum Laude
Xueer Bai
Magna Cum Laude
Alexander Keith Baker
Caitlyn Dianne Baker
Tre Alexander Ballard

Michael John Bano
Elisa Nicole Bartel
Benjamin Bartlett
Cum Laude
Yuliya Barytska
Cum Laude
Tim Selim Basel
Alexis Jordynn Bass
Andrew Batarseh
Leah Juliet Beckman
Samuel Michael Bednar
Rachael Ann Belford
Magna Cum Laude
Victoria Anne Bell
Magna Cum Laude
Alexandre Nicolas Berrier
Brinda Sanjay Bhatt
Eric Daniel Birk
Kimberly Rachel Jo Blair
Priscilla Afriyie Boachie
Reed Nicole Bockrath
Ross Nicholas Boley
Cum Laude
with Research Distinction in Psychology
Haley Josephine Bonnot
Hunter Bonvillian
Kaitlyn Ambur Bookout
Alexander R. Boone
Matthew Karl Booth
Tyler Stone Bowen
Maria Kathleen Boyer
Magna Cum Laude
Shawn Devon Branham, Jr.
Matthew Lee Brenneman
Ona Irene Brewer
Stephanie Briones
Malik Briscoe
Claire Zevon Brock
Summa Cum Laude
Rachel Anne Brogee
Magna Cum Laude
Haley Lauren Brown
Rachel Hannah Brown
Magna Cum Laude
Kayla Heather Bruns
Summa Cum Laude
Devon Clark Buchanan
Cum Laude
Erika Nicole Burwinkel
Sierra Nicole Butcher
Cum Laude
Dorian Cornelia Hawkins Butler
Leah Marie Cafaro
Brock Edward Campbell
Emily Rose Campbell
Magna Cum Laude
Maria Cantemir
Cum Laude
with Research Distinction in Romance Studies
Brittney Rose Canter
Summa Cum Laude
Harper Madison Carbone
Cum Laude
Jensen Caretti
Daniel Cole Carey
Faith Anastasia Carey
Magna Cum Laude
Scott Joseph Carrier
Katherine Michelle Casale
Ethan John Cash
Elizabeth Rose Champlin
Cum Laude
with Research Distinction in Psychology

Nichole Marie Charnigo
Magna Cum Laude
Jack Whitaker Chatas
Cum Laude
Emmy Chen
Yiting Chen
Cum Laude
Yongqin Chen
Benjamin Thomas Cheshire
Cum Laude
Hanna June Chodzin
Magna Cum Laude
Katie Yunji Chung
Magna Cum Laude
Alexandria L. Claar
Ferris Alexander Clark
Cum Laude
Katherine E. Clawson
Magna Cum Laude
Andrew James Clowes
Emmanuel Kwesi Fandoh Cobbold
Kendall Elizabeth Coffey
Larenz Coles
Dayzia Myra Colflesh
Skye Combs
Karlie Conaway
Mary Catherine Conley
Summa Cum Laude
Emma Nicole Cook
James Thomas Cook II
Thomas Coleman Cooper
Madison Grace Cope
Magna Cum Laude
with Honors in the Arts and Sciences
Dakota Copley
Daniel Joseph Corrigan, Jr.
Brooke Coverdale
Magna Cum Laude
Kimberly Danielle Crabtree
Magna Cum Laude
Alexandra Craig
Magna Cum Laude
with Honors in the Arts and Sciences
Bradley Thomas Crouse
Ryan Douglas Crumling
Dakota J. Culver
William Eidon Culver
Jack Edward Cwynar
Hunter Christopher Cyran
Cum Laude
Alexandra Jane Czerwonka
Aiden Francis Dalby
Tristen Earnest Dalton
Joseph Michael Dandino
James Danison
Summa Cum Laude
Caroline Elizabeth Davakis
Cum Laude
Hannah Rose Davey
Peyton Arnelle David
Marisa Lynnae Davidson
Alana Kristina Davis
Khalil Juan Davis
Diego Dt De La Vega
Summa Cum Laude
Jordyn Winter Deak
Hope Marie Dean
Zachary Ryan Dean
Michael Claude Deiss
Cum Laude
Matthew Paul Delp

Alyssa Nicole Denney
Isabella Grace DeSantis
Summa Cum Laude
with Honors in the Arts and Sciences
with Honors Research Distinction in English
Maxwell Eugene Dillon
Shuqi Ding
Magna Cum Laude
James Bennett Dirks
Magna Cum Laude
Juliana Marie Discher
Summa Cum Laude
Cade Benjamin Ray Donaldson
Dirk Rielly Dooley
Luke Andrew Dorman
Dillon Evan Dorsten
Kamesha Lynn Douglas
John Francis Doyle
Leah Ellen Dravillas
Magna Cum Laude
Rebecca Marie Drewes
Cum Laude
John Levi Driscoll
Amanda Nicole Dudgeon
Liam Francis Duncan
Austin Thomas Dunn
Cum Laude
Diana Drew Dunsford
Nelson Ross Durham V
Erika Dushnitsky Kiss
Mohammed Dweik
Danielle Theresa Dyson
Magna Cum Laude
Jonathon James Eddy
with Honors in the Arts and Sciences
Magna Cum Laude
Alexandra Marie Eggert
Carley Michelle Eggleton
Lailah Arielle Elliott
Cum Laude
Dylan Elmore
Lindsay Rae Epstein
Tyler Anthony Erskin
Ian William Eshelman
Rachel Anne Eulberg
Stanley Evans
Lawrence Henry Everett
Marlan Everson, Jr.
Cum Laude
Antoinette Fandrich
Abdirahman Mohamed Farah
Emma Brielle Farrenkopf
Summa Cum Laude
Ellis Robert Farson
Cum Laude
Rachel Sidney Feldman
Summa Cum Laude
Yunchao Feng
Zachary Scott Fenner
Lauren Nicole Fern
Magna Cum Laude
with Research Distinction in Speech and Hearing Science
Emma Lee Ferris
Samuel Fields III
Robert Alan Filina
Summa Cum Laude
Caroline Elise Fink
Cum Laude
Alexander Finney
Rachel Fisher
Summa Cum Laude
with Honors in the Arts and Sciences
Lillian Flinders

November 18-19, 2020, Board of Trustees Meetings

- Maddie Elizabeth Ford
Summa Cum Laude
- Michael Laurence France
Cum Laude
- Cassidy Joan Freeman
- Sean Thomas Frey
- Christine Anne Friend
- Katie Ann Frost
- Katie Elizabeth Fusek
Magna Cum Laude
with Research Distinction in History and English
- Emma Jean Gabor
- Matthew Gallegos
Cum Laude
- Pingyi Gao
- Emma Kathryn Gardner
Summa Cum Laude
- Cheyenne Crystal Garnes
with Research Distinction in Film Studies
- Haskell Abraham Garrett
- Carley Renee Gaskill
- Acadia Blyss Gaver
- Douglas Chase Gentry
- Taylor Marie Gerdeman
Cum Laude
- Timothy N. Gesouras
- Grace Elizabeth Gibson
- Madelynn Maye Gibson
- Dana Lee Gill
- Darien Carnio Giordano
- Fadila Gitosuputro
Cum Laude
- Taylor Nichole Gleich
- Miranda Lynn Golden
- Oliver William Goldstein
- Dionna Lynae Goley
- Emmanuel Gonzalez
- Jessica Marie Granger
Summa Cum Laude
- Emily Graue
Summa Cum Laude
- Carrie Marie Grieshop
Summa Cum Laude
- Michael L. Griffith
- Neil Matthew Grismore
Summa Cum Laude
- Audrey Nicole Grubb
Cum Laude
- Jordan Rae Guthrie
Magna Cum Laude
- Dilys Owusu Gyimah
- Fatuh Ali Hagi
- Kayla Christine Hamilton
- Aaron James Hammer
- Laura Bridgett Hannum
- Grace Ann Hansen
- Zachary Allen Harmon
- Alaina Harover
Magna Cum Laude
- Alyssa Kathryn Harris
- Kashmir Jade Harwood-Bostick
Cum Laude
- Sarah Dalia Hassan
- Blake Hendrik Haubeil
Cum Laude
- Brandon James Hawkins
- Kylie Haywood
- Hongyu He
Magna Cum Laude
- Xuxin He
- Kathryn Grace Henderson
Summa Cum Laude
- Ashley N. Hennen
- Robert Jeffrey Hensley
- Tania Marie Heren
- Arizona Breeze Hess
- Hope Elizabeth Hessler
- Mason Sherwood Hickman
- Chelsea Louise Hile
Summa Cum Laude
- Jaydon Paul Hill
Cum Laude
- Jeff Wayne Hogan, Jr.
- Ross Lee Holcombe
- Chance Holliman
- Brianna Holloway
- Ronald Ralph Holmes III
- Corey Lee Honaker
- Benjamin Lee Hood
- Matthew Richard Hoque
- Landon James Horton
- Andrew Roger Howdyshehl
- Gregory Sheils Howell
- Kennedy Elizabeth Hoying
Magna Cum Laude
with Research Distinction in Psychology
- Tongshuo Hu
- Tori Lea Hummel
- Julie Lane Humphries
- Samuel Joseph Humphries
- Richard Hurlley
- Dennis Ianiro
- Brendan Iezzi
- Dominic Thomas Imondi
- Brooke Monet Isabel
Cum Laude
- Joshua Zion Jackson-Ketchup
- Samantha Janis
- Samuel Keith Jardine
- Grace Georgia Jarrell
Cum Laude
- Omar Alexander
- Julian Jameson Jefko
Summa Cum Laude
- Jonathan Jenks
Magna Cum Laude
- Nathan Dean Jennings
- Jae Jeong
- Shuqi Jia
- Wenge Jiang
- Eliza Juliet Johnson
Summa Cum Laude
- Zachary Scott Johnson
- Richard Alan Johnston
- Christopher Nathaniel Jones, Jr.
- Emma Elizabeth Jones
- Katie Rose Jones
- Madison Mackenzie Jones
- Paige Nicole Jones
- Sarah Louise Jones
- Frederick P. Juskalian
- Hannah Rose Justice
- Jacqueline Abbott Justice
- Konstandinos Evangelos Kalvakis
- Eleanor Kapcar
Summa Cum Laude
- Bryan Thomas Kapsar
Cum Laude
- Dareen Basel Karzoun
- Harsimran Kaur
Cum Laude
- Megan Kathryn Keener
- Christopher Patrick Kelley
- Sidney Rose Kelley
- Skylar M. Kenner
- Aaron Clay Kerner
Magna Cum Laude
- Allison Kayanne Kersker
- Omar Khalil
- Jeremy Kibbey
- Emily Lynne Kilroy
Magna Cum Laude
- Emma Jayne King
Summa Cum Laude
- Jordan Michela King
- Sean Joseph King
- Ciara Mae Kirkbride
- Abigail Louise Klein
Magna Cum Laude
- Kelly Kline
Summa Cum Laude
- Sarah Tomacina Kline
- Scott Jeffrey Klosterman
- Brian Anthony Klunder
- Shannon Knoth
Summa Cum Laude
- Jennifer Marie Koehler
- Carly Nicole Kovacs
- Sydney Ann Kromer
Summa Cum Laude
- Shefali Kumar
- Andrew Bryce Lachapelle
- Michael Lee Lallathin
Summa Cum Laude
- Kevin Allen Lally
- Aaron Jacob Larson
Summa Cum Laude
with Research Distinction in History
- Lauren Latimer
- Jordan Richard Lauch
- Kirk Eugene Lauderbaugh
Summa Cum Laude
- Kyle Lynn Lauderbaugh
Summa Cum Laude
- Jack Ronald Luttamus
- Grant Edward Leavengood
Magna Cum Laude
- Andrew Lee
- Changwhan Lee
- Tellie Marie Lee
Magna Cum Laude
- Taylor Brooklyn Leisure
- Morgan Elizabeth Leopold
Summa Cum Laude
with Research Distinction in Sociology
- Allison Clementine Lester
- Jacob Allen Lester
- Michael Joseph Letscher
- Desirée Levingston
- Hayden Karese Lewis
Summa Cum Laude
- Kyle Richard Lhamon
- Yifan Li
Cum Laude
- Yuliang Li
- Zhenyao Li
Magna Cum Laude
- Schaeffer Elena Lilley
- Spencer Lilley
- Zhewei Lin
Summa Cum Laude
- Isaac Donn Thomas Lindenberger
- Kayley Ann Little
- Jessica Brittany Litwinowicz
- Tianfeng Liu
Cum Laude
- Xintao Liu
- Yanghui Liu
- Paige Allison Lobenstein
Cum Laude
- Alexander Lopem Lomong
- Drew Longmore
Magna Cum Laude
- Christine Ann Lorenz
Magna Cum Laude
- Nicole Jean Lott
Summa Cum Laude
- Dustin Kenneth Lowe
- Derek Matthew Lusher
- Elise Noelle Mabry
Summa Cum Laude
- Emily MacDonald
Magna Cum Laude
- Quinn Montgomery Maceyko
Magna Cum Laude
- Peyton Olivia Mackey
Summa Cum Laude
- Jerry Daniel Mackinder
Cum Laude
- Quinlen Thomas Mackovjak
- Mikala Mahoney
Magna Cum Laude
- Mary Elia Malcolm
Cum Laude
- Nandini Malhotra
Magna Cum Laude
- Umberto Nikola Mangano
- Lauren Marie Marconi
- Lauren Alyssa Marks-Strauss
Cum Laude
- Dallas Stephen Martin
- Jacob Edward Martin
- Lyndsay Denise Martin
- Vincent Mauceri
- Darien James Mayle
- Peter Joseph Mazzacane
- Joseph Paul Anthony Mazzì
- Carlee McAfee
- Sarah Renee McCaslin
with Research Distinction in German
- Jill Suzanne McClanahan
- Abaigeal McCormick
- Hannah Grace McCullough
- Paul Robert McDowell
- Charlotte Grace McHale
- Julia Ann McIntyre
- Denise McKellick
Cum Laude
- Lauren Elizabeth McKinney
- Trevor Anthony McKinnon
- Thomas Joseph McLeer V
- Hannah Meredith Pridgen McMahon
- Lauren Marie McMahon
Magna Cum Laude

November 18-19, 2020, Board of Trustees Meetings

Shannon Catherine McMahon
Lily Catherine McMorrow
Cum Laude

Alyssa Ann Mc Nerney
with Research Distinction in Psychology

Zachary Armane McNutt
John Eyob Mebrahtu
Cody Alan Mefferd
Caleb M. Meredith
Jackson Merino
Cum Laude

Kendall Ann Meyer
Cum Laude

Laurel Ann Meyers
Kayla Rachelle Michel
Samuel Anthony Middendorff
Alexander Ellis Miglets
Gabriel Douglas Miller
Jessica Lynn Miller
Sean Nicholas Miller
Elizabeth Signe Mills
Summa Cum Laude

Anna Jonet Mitchell
Magna Cum Laude

Mustafa Hassan Mohamed
Anisa Shuceeb Mohamud
Kenneth Angelo Monte
Luke Bradley Montemarano
Blake Mooney
Ashley Bulen Moore
Kimicko Marie Moore
Megan Rene Moore
Caroline May Morrow
Summa Cum Laude

Nyasha Finias Mugabe
Matthew Dennis Mummert
Mackenzie Elena Munoz
Nataша Murrin
Mario Myzri
Mason Austin Nelson
Marybeth Anne Nemire
Jena Marie Neubauer
Nickolas Paul Nevius
Cum Laude

with Research Distinction in History

Lily Ng
Summa Cum Laude

Johnathan Nichols
Grant Douglas Niswander
Blake Noonan
Summa Cum Laude

Ayub Abdulkadir Noor
Travis Scott Nyland
Julian John O'Donnell
Magna Cum Laude

Kaitlyn Anne O'Hara
Cum Laude

Adam Michael O'Reilly
Jeffrey Okudah
Zachary R. Olenick
Steven Lyle Olson
Seaira Rynee Oyer
Alexis Page
Magna Cum Laude

Jordan Osanna Palumbo
Magna Cum Laude

Haley Morgan Parker
Aimee Danielle Partlow
Aashi Hemant Patel
Honey Leah LeAnne Peaks
Cum Laude

Kyle Alexander Pellikani
Colin Daniel Pender
Summa Cum Laude
with Honors in the Arts and Sciences

Emi Penney
Joshua Thomas Perry
Samantha Marie Peters
Cum Laude

Lindsey Erin Peterson
Summa Cum Laude

Savanah Katarina Pfister
Kathlyn Kitty Phengchomphet
Alisha Jayde Phillips
Elijah Zachariah Pickens
Zoe Elizabeth Pickett
Victoria Rose Piper
Summa Cum Laude

Joseph Michael Poleway
Bianca Chloe Poole
Katerina Popcevski
Jennifer Lee Popovics
Grace Powell
Zackary Michael Powell
Ryan Patrick Prendergast
Cum Laude

Yeduo Pu
Magna Cum Laude

Ryan Patrick Querry
Breanna Leigh Quickle
Hailey Makenna Rado
Summa Cum Laude

Nobin Rahut
Caitlyn Cassandra Eloise Rainey
Zachary Brent Ralston
Trent Solomon Ramsey
Vijay Rana
Abigail Rau
Cum Laude

David Austin Ray
Michael William Rector
Cum Laude

Emily Rose Redenshek
Richard Marshall Reese
Tia Renko
Summa Cum Laude

Alec Hannum Reusch
Summa Cum Laude

Jack Daniel Rhine
Elizabeth Ann Rhinehart
Kassandra Alicia Rice
Cum Laude

Madison Naomi Richards
Sidney Erin Rider
Jaime Rae Riecks
Victoria Ann Riley
Magna Cum Laude

Amanda Rinaldi
Magna Cum Laude

Jeremy Yudhistira Riyanto
Magna Cum Laude

Jacob Roahrig
Ian Charles Roberts
Caitlin Jaye Robertson
Magna Cum Laude

Nathan Alexander Rodriguez
Danella Mariel Rodriguez-Giusti
Cum Laude

Amanda Rogers
Cheyenne Collette Roller
Cum Laude

Ryan Kasey Rosenbeck

Benjamin Arthur James Rosenthal
Cum Laude

Henry Kammer Ross
Mallory Jaclyn Rossen
Magna Cum Laude

Kelly Margaret Ruane
Olivia Lynn Rust
Magna Cum Laude

Amna Hamdi Saad
Lauren Hata Sadataki
Magna Cum Laude

Soukaina Sahraoui
Christian Paul Salamon
Dominic Salerno
Kasey Lynn Salsbury
Andrew Michael Sauder
Summa Cum Laude

Vinda Sawhney
Magna Cum Laude

with Honors in the Arts and Sciences

John Patrick Schlichting
Cum Laude

Steven Michael Schmitz
Anna Schneider
Cum Laude

Amanda Lee Schockman
Emily Grace Schwann
Cum Laude

Andrea Danielle Scofield
Magna Cum Laude

Faith Marie Scott
Sarah Joan Scott
Magna Cum Laude

Philip Jason Sedivy
Andrew Reed Seidel
Cum Laude

Hannah Kate Seidle
Kaela Nicole Seller
Olivia Parker Sergent
Summa Cum Laude

Jillian Taylor Seymour
Cum Laude

Jasmine Maria Shabazz
Louis Shaheen
Magna Cum Laude

Jiaqi Shao
Ling Shao
Magna Cum Laude

Madeline Sharp
Cum Laude

Ryan Dean Shazier
Xuanyang Shen
Emilie Nichole Sheridan
Wanyi Shi
Magna Cum Laude

Patrick A. Shine
Sloan Ciarra Shingleton
Cum Laude

Marika Shoger
Summa Cum Laude

Noah Alexander Silverman
Darryl Todd Sinclair II
Sydney Elise Slee
Magna Cum Laude

Alyssa Marie Sliter
Alexis Breann Smith
Yasmyn Nikol Smith
Stephanie Lauren Smithson
Emily Katherine Sollars
Cum Laude

Jiarui Song
Magna Cum Laude

Ismael Soumaoro
Raven Lee Spencer
Gregory Charles Stachel
Rachel Mae Stankiewicz
Summa Cum Laude

Morgan Stanley
Severan Frank Stavroff
Kaylie Morgan Stearns
Natalie Max Steigmann-Gall
Summa Cum Laude

with Research Distinction in Sociology

Luke Allen Stevens
Destiny Lynn Stinehelfer
Ayla KeLani Stock
Linnea Mirette Stolze
Mary McCann Stroemple
Cum Laude

Alexander Gustav Strohm
Jenna Rose Strong
Cum Laude

Meredith Laughlin Suhr
Summa Cum Laude

Joseph Patrick Sullivan
Ryan Jeremiah Sullivan
Jiayi Sun
Shanmuga Raja Sundaram
Samantha Rose Sundell
Magna Cum Laude

Taylor Nicole Surrarrer
Peyton Thomas Swing
Syarifah Nurul Iman Syed Zulkarnain
Aminata Sylla
Summa Cum Laude

Douglas Anthony Synowka
Cum Laude

Elizabeth Josephine Szukaitis
Kenneth Tanudjaja
Carli Michelle Taute
Mardajah Marie Taylor
Lauren Grace Tecco
Magna Cum Laude

Nathan Allen Teeters
Nicholas Dean Terry
Paige Kathryn Tetzlaff
Brooke Renee Thatcher
Magna Cum Laude

Erica Jo Theisen
Magna Cum Laude

Candace Victoria Thomas
Summa Cum Laude

John Thomas
Phillip Thomas
Rebecca Leigh Thomas
Travis Alan Thomas
Zoe Kathryn Thomas
Magna Cum Laude

Caleb Evan Thompson
Emily Katelyn Thongsavanh
Summa Cum Laude

with Honors in the Arts and Sciences

Ryan Andrew Thrush
Cum Laude

Rachel Thurman
Xueyan Tian
Magna Cum Laude

Yunhe Tian
Magna Cum Laude

Brooks Antonio Tiberi

November 18-19, 2020, Board of Trustees Meetings

Abigail Blythe Timpe
Magna Cum Laude

Katelyn Rose Tincher
Jason Scott Tippie
Cum Laude

Rebecca Anne Toflinski
Beatrice Tomasoski
John Edward Toney, Jr.
Caitlyn Lorma Topp
Cum Laude

Julia Catherine Hudson Tosino
Joseph Matthew Towbin
Summa Cum Laude

Katherine Lindsey Trace
Magna Cum Laude

Cindy Mi Tran Nguyen
Magna Cum Laude

Cassidy Elaine Triplett
Cum Laude

Seneca Lee Trott
Cody Allen Trusler
Kathryn Trzcinski
Summa Cum Laude

Anthony Thomas Tutolo
Chinenye Chidera Uche
Andrew James Ulizzi
Alexa Ustaszewski
Summa Cum Laude

Adit Samir Vakil
Lola Vallon
Cum Laude

Donald Eugene Vanatta II
Gabrielle Elise Vanca
Mara Lynn Vavaroutsos
Summa Cum Laude
with Honors in the Arts and Sciences

Kayla Velasquez
Miranda Hope Via
Nathaniel Gregory Viebranz
Nicholas Robert Villiers
Keir Eugene Vonil
Sydney Vorhis
Summa Cum Laude

Sara Danielle Vradenburg
Rami Lyndon Wadhi
Elizabeth Wainer
Rhonda Sheree Walker
Tabitha Ann Wallen
Maeve Bridget Walsh
Summa Cum Laude

Molly Walton
Cum Laude

Huey-Yang Wang
Shunan Wang
Cum Laude

Malik Armon Ward
Everett James Else Ware
Cum Laude

Justin Reis Washington
Katherine Grace Watson
Magna Cum Laude

Case Johnathon Webb
Xiangtian Wei
Mary Grace Weigel
Magna Cum Laude

Ethan Philip Weiland
Summa Cum Laude
with Research Distinction in Sociology

Charles Theodore Weiler III
Daniel Davis Welsh

Hunter William Wenz
Cum Laude

Olivia Grace Wessel
Lauren Alexandra Westfall
Lucas Kyle Westkamp
Alix Wheatman
Magna Cum Laude

Caroline Elaine Wheeler
Kylie Jane White
Summa Cum Laude
with Honors in the Arts and Sciences

Thomas Anthony Whitmire
Beverly Williams
Brett Michael Williams
Kelvin Williams
Jennifer Danielle Wilson
Samantha Marie Wilson
Tatyanna Wilson
Timothy Paul Wing, Jr.
Carter Wise
Allison Diane Wolfe
Cum Laude

Hannah Jo Wolgemuth
Daniel Maurice Woods
Casey Lee Woodyard
Brandon Works
Jinyan Wu
Haiyue Xi
Magna Cum Laude

Kunyi Xia
Magna Cum Laude

Yunjie Xiao
Magna Cum Laude

Ziyun Xiao
Magna Cum Laude

Bu Xu
Laura Lee Yacuk
Cum Laude

Sen Yan
Samuel Yang
Chunfan Yao
Bria Alyse Yarborough
Breanna Yashko
Summa Cum Laude
with Honors in the Arts and Sciences

Kyle Ian Yates
Magna Cum Laude

Kirsten Olga Ybarra
Zyairah Naelynn Yetts
Xuan Yi
Summa Cum Laude

Samantha Young
Gary Ning Yu
Ruofei Yu
Gabriella Zapata
James William Zebreski
Gazal Ammar Zein
Cum Laude

Jiaqi Zeng
Mia Lin Zerkle
Jiandi Zhang
Summa Cum Laude

Xinyue Zhang
Summa Cum Laude

Guanchao Zhao
Yifei Zhao
Cum Laude

Ziyu Zhao
Cum Laude

Alex Zheng
Cum Laude

Wenyu Zhong
Magna Cum Laude

Dekai Zhou
Zining Zhu
Magna Cum Laude

Anastasiya Zhukavets
Cum Laude

Drew Anton Zickafoose
Libby Beth Ziegler
Samantha Ariel Ziegler

Bachelor of Arts in Journalism

Kyle Roman Burns
Darby Denae Clark
Summa Cum Laude

Ashley Elizabeth Kimmel
Kyle Nicklaus Martin
John Pearson, Jr.
Rishikesh Murthy Rajagopalan
Bridget Sarpong
Bailey Anne Scheufler
Weiyu Tong
Magna Cum Laude

Cori Mykaela Wade
Maeve Bridget Walsh
Summa Cum Laude

Samantha Marie Wilson
Boniface Womber

Bachelor of Fine Arts

Ellen Claire Bartlett
Magna Cum Laude

Jacqueleen Alexandra Bordjajze
Summa Cum Laude
with Distinction in Dance

Kaisa Cameron
Ningjing Chen
Magna Cum Laude

Xiran Huang
Stephanie Nicole Jones
Magna Cum Laude

Jackak Elias Mapis
Maureen Margaret Mugavin
Magna Cum Laude

Alejandro Daniel Peregrina
Shawna Rae Shroyer
Summa Cum Laude

Molly Jean Stanton
Magna Cum Laude

Natalie Max Steigmann-Gall
Summa Cum Laude
with Honors in the Arts
with Distinction in Art

Erika Marie Stitz
Monica Christine Zuroweste

Bachelor of Music

Justin Boucher-Foley
Magna Cum Laude

Bachelor of Music Education

Adam Christopher Steere

Bachelor of Science in Design

Kassidy Ashton Young

Bachelor of Science in Atmospheric Sciences

John Robert Bumgardner
Cum Laude

Bachelor of Science in Geographic Information Sciences

Alexander Reed Estrada
Sekou Fofana
Robert Bliss House III
James Scott Kempton
Thomas Christopher Valesky
Beth E. Wilberg
Reid Wilson

Bachelor of Science

Fikir Abayneh
Cum Laude

Anna Raad Abdalbaqi
Cum Laude
with Research Distinction

Halle Christine Adair
Summa Cum Laude
with Honors in the Arts and Sciences

Rose Aayat Ahmad
Hafsa Mohamad Ahmed
Nabilah Nuhu Ahmed
Gabriel Augustus Akers
Ali Akhtar
Magna Cum Laude

Omar Alnemer
Magna Cum Laude

Precious N. Amponsah
Anna Elizabeth Amrhein
Cum Laude

Tharun Sai Anantha
Alexandru Andrei
Ashlyn Marie Archer
Nicholas Joseph Augustine
Alionne Badara Ba
Caitlyn Mackenzie Bahm
Magna Cum Laude

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Cum Laude

Matthew Anthony Bailey
Noah Christian Ball
Mohamed Abdulkadir Banow
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Emily Anne Beard
William Michael Bebinger
Cum Laude

Chase Mackenzie Beeman
Reem Nasser Bekheet
Yasra Adel Belal
Kristen Lee Bell
Jenna Marie Betley-Fresenda
Ian Daniel Lee Binns
John Wangira Bireng

November 18-19, 2020, Board of Trustees Meetings

Bridget Kathryn Bodnar

Magna Cum Laude

Claire Elizabeth Boos

Summa Cum Laude

Nash Kenneth Brecht

Brianna Browne

Paige Conner Butauski

Summa Cum Laude

with Research Distinction in Psychology

Nataliya Sergeevna Bystrova

Magna Cum Laude

Zonglin Cai

Evan Rhys Callahan

Tianhang Cao

Summa Cum Laude

Tyler Shane Carter

Magna Cum Laude

Socorro Jade Cerda

Cum Laude

Jinjie Chai

with Research Distinction in Political Science

Fangbin Chen

Ming Chen

Sitao Chen

Magna Cum Laude

Yunzhou Chen

Xiaojie Chong

Colin Matthew Clark

Dejon Maurice Clark

Magna Cum Laude

Desirée Aidan Clark

Holland Clarke

Gabriel Arthur Coffing

Magna Cum Laude

William Martin Coleman

Kelsey Marie Collins

Summa Cum Laude

Noah Corbett

Cum Laude

Raegan Crawford

Cum Laude

Tyler Alexander Crease

Serena Ann Cronin

Cum Laude

with Research Distinction in Astronomy and

Astrophysics

Parker Crook

Magna Cum Laude

Luz Cruz

Frank Donald Czerniejewski III

Junyi Dai

Ushasi Datta

Mahima Deekollu

Yanxin Deng

Alexander David Dennis

William Edwin Deruelle

Summa Cum Laude

with Research Distinction

Javier Diaz

Cum Laude

Duncan Francis DiGiacomo

Magna Cum Laude

Brooke Nicolina Dixon

Shiyu Dou

Summa Cum Laude

with Research Distinction

Jacob Michael Dougherty

Magna Cum Laude

Daniel E. DuBoe

Ian Kyle Dunegan

Safaa Elbayed

Claire Angela Eschmeyer

Summa Cum Laude

Jessica Chidinma Ezeji

Cory Donald Faist

Danny Harris Federman

Michael Christopher Fiander

Jordyn Fina

Amanda Nicole Fitzpatrick

Juliana Foltz

Heidi Elizabeth Forthofer

Molly Frabotta

Alice Elizabeth Frank

Kelly Frank

Magna Cum Laude

Stephanie Michelle Frederick

Chelsea Ann Friedrich

Brianna Nicole Friscone

Jordan Fry

Summa Cum Laude

Zachary David Fry

Yingzheng Fu

Daniel Furman

Lauren Leslie Futterman

Magna Cum Laude

Ashley Jia Xin Gan

Yidi Gan

Veronica Garcia

Brett Michael Geise

Magna Cum Laude

Donald Huntington Geisler

Yifan Geng

Emma Kate Gerecke

Cum Laude

Mayra Elizabeth Gervacio Camacho

Austin Connor Gerwig

Dhruv D. Ghya

Ashten Lynn Gibson

Andrew Dennis Gochenaur

Magna Cum Laude

with Honors in the Arts and Sciences

David Godar

Magna Cum Laude

with Honors in the Arts and Sciences

Stormy Marisa Pauline Goff

Elizabeth Lauren Gonzales

Michael Andrew Graham

Cum Laude

Alexandra Kate Gribble

Cheyenne Katherine Grove

Huijing Gu

Summa Cum Laude

Junzhuo Gu

Gilian F. Gunsch

Magna Cum Laude

with Honors in the Arts and Sciences

Ziyi Guo

Cum Laude

Scott Nicholas Hackman

Jaehyun Han

with Research Distinction

Anna C. Harr

Summa Cum Laude

Lauren E. Harris

Cum Laude

Victoria Helen Hartman

Briana Alexis Hatcher

Haohan He

Yixin He

Kelly Whitney Heck

Summa Cum Laude

Paula Virginia Hernandez

Kaitlynn Hetman

Thomas M. Hill

James Himes

Erin Avery Holcomb

Summa Cum Laude

with Research Distinction in Microbiology

John Thomas Holubek

Mya Howard

Summa Cum Laude

Nicholas Scott Humphreys

Matthew Iceberg

Magna Cum Laude

William Brown Icenhower

Cana Liane Ingalls

Kaliyah Israel

Hameed Khan Jamal

Yuhan Jiang

Botao Jin

Summa Cum Laude

Lucy Joseph

Alex Joyce

Magna Cum Laude

Timothy Joseph Julian

Ian Robert Kahkonen

Simone Paula Kats

Jacob Ryan Keller

Hillary Elizabeth Kim

Cum Laude

Mackenzie Kristen King

Summa Cum Laude

with Honors in the Arts and Sciences

Heather Ahna Kirchner

Josphia Magdiel Kishore

Benjamin Maxwell Klepzig

Daniel Jacob Kiine

Stone Micheal Knapp

Dhendra Koirala

Jared Ryan Kolecki

with Research Distinction in Astronomy and

Astrophysics

Justin Edward Kowalski

Devan Kowlley

Magna Cum Laude

Meredith Anne Kromalic

Summa Cum Laude

Johnathan Wayne Kube

with Research Distinction in Earth Sciences

Daria Stephanie Kuperberg

Summa Cum Laude

Dimithri Michael Kurukulasuriya

Rudy James Langenkamp

Cum Laude

Jonathon Lee

Yunseong Lee

Shaina Leibovich

Magna Cum Laude

Daniel Jason Lemr

Philip Chris Lenos

Katelyn Josephine Leveque

Ava Grace Lewis

Cum Laude

Houzhi Li

Magna Cum Laude

Jiayi Li

Jinting Li

Cum Laude

Zhuoran Li

Cum Laude

Ziwei Liang

Shu Ying Lim

Taylor Lisevick

Xiaoliang Liu

Cum Laude

Jason Craig Lobdell

Cum Laude

Dielle Marian Lobo

Cum Laude

Anna Elizabeth Long

Olivia Love

Samuel Alexander Lovely

Magna Cum Laude

Julia Brianna Luevano

Qing Lin Luk

Magna Cum Laude

Shu hao Lyu

Magna Cum Laude

Sophia Marie Madeline

Cum Laude

Daniel Lewis Maibaum

Michela Giulia Marcucci

Magna Cum Laude

Kelsey Markezich

William Dane Marlatt

Alexis Marie Martin

Walter Mastenbrook

Andrea Dianne Mays

Kristen Marie McCash

Cum Laude

Regan McGinley

Erin Rebecca McGrail

Cum Laude

Zachary Thomas Meder

Magna Cum Laude

Molly Olivia Meeker

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Magna Cum Laude

Madison Post Metzler

Patrick Meyers

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Gloria Jiadeng Ming

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Zaina Moamar Mustafa

Madisyn Myers

Tristan William Myers

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Henry Wynne Neff

Alexander Fenton Nesterov

Kate Lynn Neumeyer

Cum Laude

Lauren Elizabeth Nichols

Emily Ann Niehaus

Kyle Thomas Niksa

Dawn Rae O'Hair

Rebecca Ann Olach

Yared Oresso

Samuel Kenneth Paff

Weiqi Pan

Zhengxi Pan

Summa Cum Laude

Aditi Patel

Cum Laude

Darpankumar Kamleshkumar Patel

November 18-19, 2020, Board of Trustees Meetings

Meera S. Patel <i>Cum Laude</i>	Mary Katherine Smith <i>Summa Cum Laude</i>	Destiny Alaïre West	Corbin Robert Adams <i>Cum Laude</i>
Naishil Viranbhai Patel	Tutan Amas Smith	Bryanna Elizabeth White <i>Summa Cum Laude</i>	Griffin Shea Adams
Puja Divyang Patel	Benjamin Logan Snavley <i>Cum Laude</i>	Katherine Rose Whiteman <i>Summa Cum Laude</i> <i>with Honors in the Arts and Sciences</i>	Morgan Angela Adams
Sunny G. Patel	Natalie Milanne Soliday <i>Cum Laude</i>	Adam James Williams	Susmita Adhikari
Luis Patricio Periel <i>Cum Laude</i>	Emma Irene Sours <i>Magna Cum Laude</i>	Elizabeth Lynn Williams <i>Cum Laude</i>	Sumaya Al-Ghazawi
Maya Nicol Perlmutter <i>Summa Cum Laude</i> <i>with Honors in the Arts and Sciences</i>	Ally Marie Staffan	Sarah Williams Moshogianes	Mustafaa A. Alsaeedi
Sophie Piteo	Samuel Stankivicz	Ava Christine Willoughby <i>Summa Cum Laude</i> <i>with Honors in the Arts and Sciences</i>	Nasser Jamal Alsharaiha
Julia Nadia Plebanski	Denise Rose Stark <i>Magna Cum Laude</i>	Russell Mayhew Winget	Crystal Lee Altstaetter
Julia Ellen Poduska <i>Magna Cum Laude</i> <i>with Honors in the Arts and Sciences</i>	Jordan Thomas Stech	Bangnan Wu	Parita Tushar Amin
Kyle Anthony Prete <i>Magna Cum Laude</i>	Kayla Renee Stevens	Linyi Wu	Jenna Layne Ammons
Julia Price <i>Cum Laude</i>	Andrew John Storch	Haiyue Xi <i>Magna Cum Laude</i>	Haven Broderick Angell-Perez
Yifan Qian	Daniel Douglas Stuhlreher	Haochen Xing	Aubrienne Paige Atkins
Brenna Jean Rachwal	Shangchao Sun <i>Cum Laude</i> <i>with Honors in the Arts and Sciences</i>	Zhimeng Xu	Matthew Thomas Ayers
Anirudh Vijay Rajagopalan <i>Cum Laude</i>	Robert Lee Swanger IV	Micheal Fadel Yandam <i>Cum Laude</i>	Holden Baker
Derek Reece	Ethan Gregory Swisher	Haochun Yang	Atchayah Balakrishna
Mia Gabrielle Restivo <i>Cum Laude</i>	Samantha Skye-Yheng Syar	Jia Yang	Jacob Douglas Ball <i>Magna Cum Laude</i>
Melissa Nan Rintoul	Douglas Anthony Synowka <i>Cum Laude</i>	Xiyue Yang <i>Cum Laude</i>	Danica Rose Basinger
Drew Steven Rizzo	Aishwarya Arun Tallikar <i>Magna Cum Laude</i>	Yanglian Yao	Kaitlyn Sue Baughman
Julian Maria Roberts <i>Cum Laude</i>	Sarah Sze Min Tan <i>Cum Laude</i>	Seungmyeon Yeom <i>Cum Laude</i>	Nicholas Gregory Baumer
Madison Victoria Robinson	Nicholas Graham Tanner <i>Magna Cum Laude</i>	Cecily Yuen Ting Yeung	Hannah Beck
Kristin Alexandra Rodriguez	Anne Marie Terez <i>Magna Cum Laude</i>	Brianna Donn York	Lauren Ann Beck <i>Cum Laude</i>
Maria Fernanda Rodriguez	Yu Tian	Cameron David Young	Manahil Nabi Behlum
Danella Mariel Rodriguez-Giusti <i>Cum Laude</i>	Caitlyn Ann Timpe <i>Summa Cum Laude</i> <i>with Honors in the Arts and Sciences</i>	Songling Yu	Sean Patrick Bell
Guillermo Alejandro Roldan	Joseph Michael Tollefson <i>Magna Cum Laude</i>	Zhijian Yu <i>Cum Laude</i>	Kamila Grace Bentz
Jack Ruch	Philip Tse	Afraaz Omar Tanvir Zariwala	Mckenzie Lynn Bertsch
John Francis Ryan II	Olivia Irene Ueltschi <i>Cum Laude</i>	Emma Jane Zglinicki	Deborah Osei Biah
Emmanuel Adetola Salako	Rohan Seshachar Ukkalam	Xiangwen Zhang <i>Magna Cum Laude</i>	Michaela Loell Blank <i>Magna Cum Laude</i>
Christian Paul Salamon	Megan Nicole Urmina	Xueting Zhang <i>Magna Cum Laude</i>	Telia Raeann Boice
John Paul Gerodias Sanchez	Sara Love Upson <i>Cum Laude</i>	Yue Zhang	Haley Michelle Bond <i>Summa Cum Laude</i>
Maliha Ruhi Sawam	Narissa Caroline Urciuoli	Yuqi Zhang <i>Summa Cum Laude</i>	Tatiyana M. Booker
Katharine Leigh Schaefer <i>Cum Laude</i>	Agape Uwayesu Kanimba	Zeyuan Zhang <i>Magna Cum Laude</i>	Andrew James Boszor
Jackson Thomas Schaffer <i>Cum Laude</i>	Apoorva Padmavathi Vallampati <i>with Research Distinction</i>	Zhecong Zhang <i>Summa Cum Laude</i>	Ranya Bousfiha <i>Cum Laude</i>
Jesse Dwight Andrew Schalip	Erica Lynne Voss	Jinrui Zhao	Kaelyn Mequel Bowers
Samuel Isaac Schneider <i>Magna Cum Laude</i> <i>with Research Distinction in Earth Sciences</i>	Zachary James Waite <i>Summa Cum Laude</i>	Leping Zhao	Kimberly Marie Bridgham <i>Summa Cum Laude</i>
Anita Marie Schultz	Michael M. Walker <i>Magna Cum Laude</i>	Yujie Zhao <i>Cum Laude</i>	Drew Michael Brockert
Emily Patricia Seng	Romeo Walker	Kejia Zhou <i>Magna Cum Laude</i>	Jared David Brown <i>Cum Laude</i>
Brigitta Prawitasari Setiawan	Liwel Wang <i>Magna Cum Laude</i>	Yixuan T. Zhou	Kaytlin Mae Bullock
Kathrine Caldwell Shaner	Siyi Wang <i>Magna Cum Laude</i>	Haiqing Zhu <i>Magna Cum Laude</i>	Brynn Burgy
Meghan Diane Shea <i>Cum Laude</i>	Xiaoye Wang	Keda Zhu <i>Magna Cum Laude</i>	Evan Thomas Burkart
Lyndsey Beth Sheldon <i>Magna Cum Laude</i>	Yin Wang <i>Magna Cum Laude</i>	Branden Anthony Zipplinger	Owen Robert Busch
Yuji Sheng	Yunxiao Wang <i>Magna Cum Laude</i>	William Joseph Zofkie <i>Magna Cum Laude</i>	Owen Patrick Alejandro Callahan
Zhenghao Shi <i>Cum Laude</i>	Yuxi Wang	Jinhao Zuo	Eliana Demetra Campbell
Michael Dominic Silagy <i>Cum Laude</i>	Trevor Stephen Warthman	Associate of Arts	Chloe Grace Loan Carman <i>Cum Laude</i>
Ramanpreet Singh <i>Magna Cum Laude</i>	Imani Lakayla Sharai Watson <i>Magna Cum Laude</i>	Brendon D. Abbeel	Alexander Ryan Carroll
Hannah Davis Siuda	Brooke Rachel Wenk <i>Magna Cum Laude</i> <i>with Honors in the Arts and Sciences</i>	Liban Mohamed Abdi	Layton James Cassidy
John William Skaggs <i>Magna Cum Laude</i>		Murad Abdurrahman	Gabrielle Marie Caudill-Rathbun
Stephanie L. Slaughter		Kaylen Ackerman	Aaron Chen
Joelle Ziebell Smith <i>Magna Cum Laude</i>			Nathaniel Allan Cheney
			Mackenzie Kay Chesrown
			Megan Chetnik
			Frances Lucia Cheung
			Sawan Chhetri
			Chimsimdi Paschal-Mary Chudi-Nwankwor
			Kristina Clady <i>Cum Laude</i>
			Haley Jo Clyburn
			Andrew Charles Coleman
			Garrett Montgomery Coleman
			Maxwell Congrove

November 18-19, 2020, Board of Trustees Meetings

Joshua Anthony Conley
 Ashton Lee Cook
 Sydney Cook
Cum Laude
 Mikaela Rose Copley
Cum Laude
 Nicholas Lawrence Corbin
 Lauren Nicole Core
 Kasey Lee Coreno
 Devan Riley Courtright
 Jordain Elizabeth Craig
 Kendra Raylene Crawford
Magna Cum Laude
 Patrizio Thomas D'Ambrosi
 Ryan Lawrence Dall
 Anna Marie Dannemiller
Summa Cum Laude
 Colton Andrew Davie
 Jade A. Davis
 James E. Davis, Sr.
 David Michael Daw
 Rachel Emily Daw
 Caleb Matthew Day
 Lou Gesticne Coronado Dayan
 Carson Phillip Dearth
 Dawson Charles Deeds
 Travis Alan Dellinger
 Nimco Osman Deria
 Issa Elhadji Diarra
 Victoria Marie Dionisio
 Allison Dean Dotson
 Hannah Elizabeth Dowalter
Magna Cum Laude
 Faith Dawn Drewes
 August N. Drobney
Cum Laude
 Ciara Nicole Duddy
Cum Laude
 Madison Paige Dulaney
 Ava Lea Durrant
Cum Laude
 Nathaniel Eddy
 James Duncan Edwards Edwards
 Henos Habtom Efrem
 Elisa Rinai Ehrnsberger
 Raeann Marie Eldred
 Kerri Lynn Ellerbrock
 Brooke Enders
 Cindy Afua Essel
 Kadra Mohamed Farah
 Sydney Lynn Ferguson
Summa Cum Laude
 Corbin Brady Fingerle
 Alexis Elizabeth Fogle
 Zianatu Fontie
 Seth Monroe Ford
 Gage Alexander Fridley
 Lydia Joy Frisbee
 Kelsey Irene Fuller
 Claire Christine Gabel
Cum Laude
 Noah D. Gallinger
Cum Laude
 Mateo Sevastian Garcia
 Jadya Bay Gardner
 Tristan Garrabrant
 Kaitlyn Gatliff
 Rachel Ann Gehret
Summa Cum Laude
 John Ryan Glassmire
 Isabelle Iris Glenn
 Matthew Christopher Glenn, Jr.
 Jacob Aaron Glorioso
 Connor Gobble

Kelly Rene Goenaga Lask
 Rachel Danielle Goodman
 Michael Chadwick Gordish
 Nikolas Tyler Graham
 Logan Lynn Grant
Cum Laude
 Samuel Michael Green
 Grant Louis Griffith
 Taylor Jean Grisez
 Jordan Ashli Grooms
Cum Laude
 Stephen Gunzelman
 Rhea Gupta
 Morgan Elizabeth Hale
 Autumn Hall
 Jacob Emery Hall
 Abagail Christine Harlow
 Hailee Hartmann
 Kashmir Jade Harwood-Bostick
Cum Laude
 Nicholas J. Hassen
 Matthew James Hayes
 Evan Hazen
 Derek Lucas Heinlen
Magna Cum Laude
 Shannon Clementina Heist
 Kaitlin Renee Hempel
 Thomas Henneberry
 James Andrew Henry II
Magna Cum Laude
 Morgan Mae Henschen
 Sarah Elspeth Henthorn
 Spencer David Herman
 Joseph Fox Hetterscheidt
 Emily Sue Hoffman
 Sydney McKenna Hord
 Kayla Hornish
 Halle Nicole Howard
Magna Cum Laude
 Edward Lee Hurrell, Jr.
Cum Laude
 Danah Abdelhakim Hussein
 Hope Marie Hysell
Cum Laude
 Batu O. Ifakorede
 Christina Marie Intili
 Ashelyne Genesis Islas
 Wyatt Christopher James
 Fatou Jarju
 Kylee Koneta Johnson
 Jamir Jones
 Katelyn Jo Jones
 Souadou Doussou Kaba
 Michael Thomas Kaylor
 Maggie Keeran
Cum Laude
 Yara Khasawneh
 Mark Allan Kimbrell
 Bryan C. King
 Logan Craig Kizer
 Courtney Elizabeth Klinker
Cum Laude
 Sarah Marie Koenig
 Sydnee Kolbs
 Hayley Renee Koterba
 Leila Kousari-Rod
 Alex Jared Kurtzman
 Alana Larae Lagunzad
Magna Cum Laude
 Julia Ann Langhurst
Magna Cum Laude
 Justin Patrick Lapid
 Allison Jane Larivey
 Alexander Michael Larkin

Evan James Lawrence
 Taylor Rochelle Lawrence
Cum Laude
 Gianna Monet Lawson
 Lauren Grace Layman
 Aryahna Samare Lee
Cum Laude
 Evan James Leeth
 Liam Patrick Leskovec
 Preston Scott Levandowski
Cum Laude
 Arianna Rhae Lindemann
 Kiara Kay Lindsay
 Autumn Rose Litteral
 Teagan LeAnn Littrell
 Zachary Nicolas Lohrman
Magna Cum Laude
 Nickolas John Long
 Taylor Long
 Alena Kay Looser
Summa Cum Laude
 Camille Jean Loyd
 Annie Bridget Lucia
Magna Cum Laude
 Lacey Ann Luikart
Magna Cum Laude
 Jacob Wesley Lumbatis
Summa Cum Laude
 Madeline Pearl Lunceford
 Olivia Renee Mack
 Joshua Madden
 Michelle Maina
 Deja Michelle Pauline Mapp
 Alexa Grace Matan
 Hanna Coryn Maxwell
 Penlope Mazivanhanga
 Baker Daniel McBride
 Leighlyn Jo McClain
 Rebecca Lynn McCroskey
 Logan James McDonald
 Chelsea Marie McGlinch
 Mollie Ellen McHugh
 Austin William McKenzie
 Matthew Augustus McKeon
 Brooke Alyssa McLoughlin
 Gabriel Menelik
 Alex William Metz
 Grant David Michael
 Rowan Dallis Miley
 Donald James Miller
Cum Laude
 Doryan Tyrese Miller
 Paige Nichole Miller
 Stefanie Miller
 Hailey N. Milner
 Tatum Noelle Minton
Magna Cum Laude
 Drew Thomas Mirgon X
 Cameron Thomas Mirka
Cum Laude
 Madeleine Grace Mohler
 Anthony James Molnar
 Allison Elaine Monell
Cum Laude
 Alec James Moore
 Courtney Moore
 Maria Mae Moore
 Natalie Marie Moran
 Cameron Drew Morgan
 Kurtis James Morgan
 Ivy McKenzie Morris
 Rachel Madison Moseley
 Braden Motter
 Ian Muema

Salsabeel Muftah
Cum Laude
 Mariyam Anas Muhammad
 Adam Michael Mullen
 Hayden Nathaniel Mullenax
 Bryson Alexander Munoz
 Matthew William Murphy
 Sarah Christina Murray
 Lindsay Musille
 Daniel Ruhl Myers
Cum Laude
 Heath Kendall Myers
 Jasanpreet Nagra
 Grant Nebbergall
Cum Laude
 Bailey Marie Nelson
Magna Cum Laude
 Ada Louise Nichols
 Christian Nixon
 Minnsung Andrew No
 Mason Michael Noland
 Samantha Jane Okuly
 Mona Ahmed Omar
Magna Cum Laude
 Trina Doreen Orr
Summa Cum Laude
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 Mackenzie Paige Osman
 Brandon Thomas Ottke
 Brittany Summer Celeste Owens
 Mackenzie Taylor Owens
 Cameron Marie Page
Cum Laude
 Kunj Pandya
 Frank Gregory Pangas
 Amritt Lakshman Pappula
 Jack David Parker
 Jamie Marie Parsell
Magna Cum Laude
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 Khushi Patel
 Nisargkumar Kamleshkumar Patel
 Saloni Patel
 Uday Hitesh Patel
 Cierra Marie Patrick
Cum Laude
 Brooklyn Paraleigh Pennington
 Richard Phan
 Lauren Ann Place
Magna Cum Laude
 Laxmi Pokhrel
 Boris Popovski
 Jamie Joanne Powell
 Michael Lee Pritchard
Magna Cum Laude
 Jiezel Purugganan
 Melanie Raguintin
 Areli Ramos-Ochoa
 Tyler Wesley Rardin
 Alexander Jan Real
 Isaac William Ream
Magna Cum Laude
 Craig Joseph Recker
 Emily Renae Rich
Cum Laude
 Makenna Leigh Ricker
Summa Cum Laude
 Zachariah Thomas Ricker
 Carmen Hall Riffe
 Emilee Marie Riley
 Victoria Raie Rister
 Jacob Rocco
 Rakan Hussein Roda

November 18-19, 2020, Board of Trustees Meetings

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 Kyleigh Rodriguez
 Venus Arianna Rogers
 Victor Rogers
Cum Laude
 Alexander Romer
 Jacob Steven Ronicker
 Hailey Rung
 Akashdeep Saggi
 Elizabeth Margret Sahr
 Benson Joel Samuel
 Brevan Michael Santantonio
 Anastasia Taylor Sapp
 Madison Riley Saunders
 Wilkenson Marcus Sauray
 Kille Sayre
Magna Cum Laude
 Ryley Jean Schaefer
 Theresa Elaine Schluchter
 William Emerson Seaman V
 Elissa Ann Sensbach Murphy
 Kaleb Senter
Cum Laude
 Abigail Elizabeth Sexton
 Malaak Faye Shalash
 Jensi Amelia Shaw
 Renee Elizabeth Shupp
Magna Cum Laude
 Abigail Louise Skidmore
Magna Cum Laude
 Lauren Elizabeth Small
 Kaitlyn Marie Snider
Cum Laude
 Lillian Jean Snyder
 Samantha Solis
 Mary Jane Sparkman
 Hannah Marie Stanton
 Taylor Dawn Starcher
 Ashauna Stevens
 Emily Susanne Stevens
 Isaac William Stewart
 Samantha Ann Stienecker
 Colin Michael Stoll
 Tushal Raj Sud
 Jacob Sudduth
Cum Laude
 Maram Suleiman
Cum Laude
 Hannah Faith Swisher
 Regan Baylee Swisshelm
 Taylor Mason Szabo
Magna Cum Laude
 Anna Grace Taylor
 Bradley Thomas Taylor
Cum Laude
 Jakeb Edward Murphy Tekavec
 Ida Theodoros
 Kelsey Elizabeth Thomas
 Sahara Thomas-Bass
 Samuel Thompson
 Elizabeth Van Paeppegem
 Hannah Nicole Vandevander
 Julia Vang
 Olivia Roxan VanHorn
 Brianna Guadalupe Velasco
 Dominik Vozar
Cum Laude
 Riley Chance Vradenburg
 Sonny Hoang Hai Vuong
 Nathaniel Allen Wade
 Jacob Lawrence Wakefield
 Hailee Michelle Walker
 Julia Christine Walker
 John Raymond Wallace

Kelsey Grace Wallace
Magna Cum Laude
 Nathaniel David Wallace
 Trenton Zachary Ward
Cum Laude
 Julia Ann Warner
Magna Cum Laude
 Cassie Warren
Magna Cum Laude
 Samantha Wasmer
Magna Cum Laude
 Alec Scott Waterston
 Abigail Nicole Waugh
 Olivia Grace Weatherly
 Luke James Weilbacher
 Carlin Mackenzie Weiss
Cum Laude
 Rehobot G. Wejega
 Aaron Joseph Westbrook
 Jordan Nicole Westfield
 Amber Nicole Wheeler
Cum Laude
 Riley Marie Wilcox
 Andrea Sue Will
Magna Cum Laude
 Laney Shayne Willey
Cum Laude
 Jabriil Madhi Williams
 Madeline Williams
 Joshua Ryan Wilson
 Luke S. Wingert
 Kennedie Diane Winkler
Cum Laude
 Holly Noelle Wintering
 Garrett Wood
Summa Cum Laude
 James Jiao Wright
 Olivia Sara Wyandt
 Andrew George Gordon Yakubik
 Sulega Abdirahman Yusuf
 Eian Gregory Zachmann
 Fatmah Zafar
Magna Cum Laude
 Mustafa Zafar
 Hannah Noel Ziegler
Cum Laude
 Megan Rose Zier
 Casey Andrew Zigo
Cum Laude

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Dean: Anil K. Makhija

Bachelor of Science in Business Administration

Lydia Elise Abrams
 Austin Joseph Adams
 Collin Dean Aldridge
Cum Laude
 Tyler Alfredo
 Michael Andrews
 Sarah Marie Andrews
Cum Laude
 Ashley Archibald
Summa Cum Laude
 Dalton Matthew Ary
 Joseph Rami Aziz

Joel Franklin Bagley
 Stephen Francis Balko
Cum Laude
 Seid O. Bamashmus
Cum Laude
 James Fitzpatrick Barbin
Magna Cum Laude
 Conner Michael Barco
Cum Laude
 Thomas Rupp Barkett
 Jacob Alexander Barnes
Magna Cum Laude
 Samuel R. Bauer
 Claire Elizabeth Bebbington
Cum Laude
 Megan Bebout
Summa Cum Laude
 Carolyn Ann Berg
Cum Laude
 Rebecca Marie Berning
Cum Laude
 Yonathan Michael Beyene
 Abhishek Manish Bhatt
 Austin Cole Biller
 Parker Ross Bjorlin
 Ashley Blatchford
Magna Cum Laude
 Samuel Blum
Summa Cum Laude
 Anthony Nicholas Bonno
 Connor Borton
 Nicholas Robert Bossetti
 Aaron Joseph Bowman
Cum Laude
 Kyle Bramwell
Magna Cum Laude
 Cooper Reed Braun
 Evan Breedon
Summa Cum Laude
 Andrew Brown
 Hannah Grace Brown
Summa Cum Laude
 Bartosz Jakub Bucher
 Zachary William Buckley
 April Ann Burton
 Eric Corinthian Bush
 Samuel C. Buzzas
Cum Laude
 Bowen Cai
Cum Laude
 Gabrielle Elizabeth Canare
 Maria Cantemir
Cum Laude
 Victoria Cartagena
Cum Laude
 Daniel Ryan Casey
 Matthew Martin Casey
Magna Cum Laude
 Christopher Edmund Cavoli
Cum Laude
 Jiajian Chen
Magna Cum Laude
 Yuhong Chen
Magna Cum Laude
 Yawei Cheng
Cum Laude
 Thomas Chon
 Sarah Marie Coffey
 *Christopher James Consilio
 Kyle James Cooper
Cum Laude
 Mitchell Joseph Corson
Cum Laude

Noah Covington
 Stephanie Paige Crandall
Cum Laude
 Robert Daniel Craun
 Caroline Grace Crescenzo
 Xiaoye Dai
Summa Cum Laude
 Gabrielle Kristine Dailey
Summa Cum Laude
 Bennett Scott Davis
 Justin Robert DeMicco
 Jiayu Deng
Cum Laude
 Kevin James Dever
 Cecelia Claire DiSabato
Cum Laude
 Robert Carl Dodsworth
 Andrea Doig
 Christopher Dorazio
 Ganqiu Du
Summa Cum Laude
 Youyin Duan
Cum Laude
 Justin Bradley Dubin
 Tyler William Duffett
 Tanner James Dupre
 Christianna Lucelelle Dyer
Cum Laude
 Danielle Theresa Dyson
Magna Cum Laude
with Honors in Business Administration
 Matthew Thomas Eiswerth
Magna Cum Laude
 Polina Vechevslav Elagin
Summa Cum Laude
 Joel Elston
 Adam Almazar Engel
 Monique Evans
 Matthew Alan Everetts
 Maximilian Cathal Fadden
 Zara Falah
 Ireland Nicole Fallona
Summa Cum Laude
 Steven James Farnham
 Ehtasham Farooq
Cum Laude
 Cody Michael Farrell
 Keenan Michael Farrell
 Madison Lynn Fellows
 Hulin Feng
Magna Cum Laude
 Cody Matthew Ferguson
 Carson Quinn Fidler
 Christopher Robert Fiorello, Jr.
Cum Laude
 Justin Kane Fischer
Magna Cum Laude
 Peter Edward Fisher
Magna Cum Laude
 Jacob Lee Fleenor
Summa Cum Laude
with Honors in Accounting
 Jordan Anthony Flood
 Kelly Scott Flores
Cum Laude
 Logan Alexander Ford
 Anthony James Frasure
 Patrick Frecker
Cum Laude
 Jessica Marie Fuleky
 Brendan Todd Fulton
 Ratik Gambhir
 Nathaniel Robert Gambill

*awarded posthumously

November 18-19, 2020, Board of Trustees Meetings

Reema Ganoom
Qingyang Gao
Cum Laude
Ziheng Gao
Cum Laude
Alyssa Renee Garbinsky
Cum Laude
Jack Richard Gartner
Magna Cum Laude
Erin George
Magna Cum Laude
Mark Geraci
Cum Laude
Jason James Giuliano
Magna Cum Laude
Matthew Glen Gnatowski
Magna Cum Laude
Raphael Myles Goldfarb
Jacob Henry Good
Magna Cum Laude
Collin James Gosche
David Edward Greenberger
Summa Cum Laude
Ryan Conner Greene
Bradley Steven Grosjean
Magna Cum Laude
Max Avery Gross
Summa Cum Laude
Thaddaeus Michael Gruich
Alaina Marie Guagenti
Fatima Guettati
Magna Cum Laude
Yaqi Guo
Matthew Philip Gutkoski
Cum Laude
Cooper Matthew Haack
Magna Cum Laude
Rabab Hafez
Christian Alexander Haley
Adam Halsey
Reilly Ann Hamilton
Magna Cum Laude
Quinn Hanley
Matthew James Harper
Cum Laude
Anne Elizabeth Harter
Cum Laude
Adam Hatch
Yu He
Bradley Stephen Hegman
Jack Herman
Jahzeer Glenroy Hibbert
Jeffrey Birch Hill
Cum Laude
Lily Olivia Hodge
James Paul Hommer III
Summa Cum Laude
Anna Katherine Homrich
Ye Hong
Magna Cum Laude
Grayson Summerfield Houge
Lauren Nicole Howard
Magna Cum Laude
Taiming Hu
Summa Cum Laude
Ziyue Hu
Magna Cum Laude
Anyi Huang
Summa Cum Laude
Huaiying Huang
Jonathan Edward Huschart
Renita Nicole Hutchinson

Samuel Paul Hyburg
Yaseen Ayeman Hyder
William Forest Irwin
Magna Cum Laude
Michael Paul Izzo
Cum Laude
with Honors in Accounting
Claire Makenna Jackson
Katheryn Jane Jackson
Matthew William Jacobs
Summa Cum Laude
S Faiz Hussain Jafri
Victor Logan Jalamov
Michael Vincent Jarrett
Shujie Jin
Magna Cum Laude
Thomas Michael Jomantas
Magna Cum Laude
Jamie V. Jones
Troy Jordan
Risako Kado
Cum Laude
Anusha Meena Kalyanasundaram
Annie Kang
Cum Laude
Harsimran Kaur
Cum Laude
Adam Tyler Kenkel
Cum Laude
Nicholas Steven Khalaf
Kashish Khullar
Kato Chun Kim
Connor Brian Koehnke
Cum Laude
James Patrick Koloseik
Collin David Kovacs
Magna Cum Laude
Richard Steven Krause
Alec William Krueger
Spencer James Krueger
Jace Kuck
Carissa Lynn Kussmaul
Madison Landis
Michael Lau
Ian Connolly Layhew
Magna Cum Laude
Jiayi Le
Cum Laude
Joshua D. Lee
Nathan Martin Lefeld
Magna Cum Laude
with Honors in Accounting
Drew David Lehman
Marissa Jean Levine
Guangzheng Li
Summa Cum Laude
Jiahao Li
Jingge Li
Magna Cum Laude
Junyi Li
Muhan Li
Magna Cum Laude
Ziwei Li
Zixuan Liang
Craig Matthew Liberto
Ginger Lorraine Lingard
Magna Cum Laude
Xiaoyun Liu
Yushi Liu
Summa Cum Laude
Joshua Hong Shun Lo

Annamarie Renollet Lory
Summa Cum Laude
Celeste Marie Luers
Magna Cum Laude
Donald Jace Lukacsko
Shyla R. Lundy
Ming Xun Luo
Cum Laude
Siyu Luo
Summa Cum Laude
Weibo Luo
Nicole Terri Lussier
Magna Cum Laude
Abigail Lynn Lydey
Magna Cum Laude
Daniel William Lynch
Kenton Stanley Lynn
Bingyue Lyu
Magna Cum Laude
Joseph Michael Maciejewski II
David Edward Mack
Magna Cum Laude
Jacob Andrew Mager
Magna Cum Laude
Benjamin Richard Makela
Hannah Elizabeth Marchand
Kevin Markel
Cum Laude
Abigail Sarah Marks
Magna Cum Laude
Michael Maroney
Summa Cum Laude
Jason Patrick Marsh
Logan Robert Martinez
Magna Cum Laude
Michael Paul Martins
Simon Mashkovskiy
Rory John McColgan
Ryan Mackenzie McCuen
Alexander William Medice
Erin Ann Meeker
Anchit Mehrotra
Magna Cum Laude
Brock A. Melvin
Eduardo Mendoza
Oliver Kumar Menges
Magna Cum Laude
Jillian Marie Miglich
Sydney Jordin Millard
Summa Cum Laude
Jordan Elizabeth Miller
Magna Cum Laude
Nicolas Royster Miller
Magna Cum Laude
John Morgan Mizell
Erik Daniel Moore
Magna Cum Laude
Mitchell Morgan
Cum Laude
Michael Scott Morsches
Allison Taylor Mossing
Magna Cum Laude
Connor James Murphy
Ryan Joseph Myer
Cum Laude
James Edward Myers
Summa Cum Laude
Haiya Na
Summa Cum Laude
Juliane Marie Niedzwiecki

Patrick John O'Boyle
Cum Laude
Ogochukwu Chimerem Obiagwu
Kelvin Oppong
Christopher Palmiotto
Matthew John Pappas
Emma Susan Park
Jake Willis Parsons
Summa Cum Laude
Kara Marie Pavliga
Ethan Daniel Pelagalli
Summa Cum Laude
Reed Ann Phillips
Cum Laude
Madison Phillips-Mucha
Gabriel David Pierce
Olivia Leigh Pinkston
Magna Cum Laude
Robert Anthony Pizzuco
Cameron Michael Pozzani
Cum Laude
Catlyn Prescott
Jordan Lynn Pritchard
Xin Qi
Magna Cum Laude
Yi Qiu
Cum Laude
Lauren Quintero
Ashwin Rajgopal
Cum Laude
Connor Patrick Rash
Magna Cum Laude
Naomi Abigail Reames
Cum Laude
Laura Leite Reoppel
Cum Laude
Nathan Ray Rich
Magna Cum Laude
Alexander Najji Richani
Johnna Joye Richter
Magna Cum Laude
Katherine Elizabeth Riczko
Magna Cum Laude
Jacob Stephen Ritzhaupt
Nicholas Scott Robinson
Magna Cum Laude
Zhiyue Ruan
Summa Cum Laude
Nicholas David Ruckman
Nathan Domingo Ruelas
Magna Cum Laude
Victoria Lynn Rugari
Ryan James Russo
Hardy Leon Sandefur
Magna Cum Laude
Matthew Brian Sanders
Cum Laude
Kasandra Nicole Sanidad
Cum Laude
Nick Cain Sansone
Daniela Katerina Sarafov
Maxum Sariyev
Vrinda Sawhney
Magna Cum Laude
Gregory Munhall Scarpitti
Magna Cum Laude
Victor Anthony Schlatter
Cum Laude
Andrew Patrick Sedmock
Summa Cum Laude
Maxwell David Seewald
John Christian Segelken, Jr.

November 18-19, 2020, Board of Trustees Meetings

Viangsamay Michael Seisuphon
Sofia Sergeevna Seldemirova

Magna Cum Laude

Jake Joseph Selker
Ewan Thornburn Sellars

Cum Laude

Juliette Rose Semones
Ling Shao

Magna Cum Laude

Jinyu Shi
Wenling Shi

Cum Laude

Charles Ray Shick
Ryan Patrick Shields

Magna Cum Laude

Thomas Gregory Simko, Jr.
Mallory Elizabeth Simmons
Raychel Elizabeth Simpson
Logan Douglas Sizemore

Cum Laude

Sarah MacPherson Slack
Conner Joseph Smith

Cum Laude

George Dresser Smith IV
Marcella Rene Smith

Magna Cum Laude

Samantha Taylor Smith
Zachery Smith

Magna Cum Laude

Charlie James Song
Briahna Dee Speck
Matthew Bernard Starrs
Samuel Jame David Stevning

Summa Cum Laude

David Scott Stewart, Jr.
Tray Jordan Stidham
Spencer Joseph Stierhoff

Cum Laude

Matthew John Stipkovich
Natalie Stiwald

Cum Laude

David Joseph Storey
Yutong Su

Magna Cum Laude

Abdel Kareem Subei
Jiali Sun

Magna Cum Laude

Wenjing Sun
Aishwarya Suresh

Magna Cum Laude

Alec Landon Talanca
Weston Bradley Talentino

Summa Cum Laude

Aaron Chen Chen Tan
Brian William Tavolier

Cum Laude

Jacob Terwilliger
Alec Thal

Magna Cum Laude

Jonathan Thomas
Matthew Lee Thomas

Magna Cum Laude

Jordan Joseph Tichy
Cindy Mi Tran Nguyen

Magna Cum Laude

Brian Thomas Traut
Olivia Elise Trott

Magna Cum Laude

William King-Yonge Tsang
Tyler James Unger

Cum Laude

Daniella Uwizeye
Stone Alexander Van Camp
Christopher Bryant Vanderbeke
Christopher Matthew Vanzo
Valerie Vassiliev
Neal Veverka

Joshua Michael Vogel
Andrew Thomas Vonderhaar
Arika R. Wadsworth

Jiawei Wang
Lumeng Wang

Yaoqing Wang
Jacob William Watson

Cum Laude

Jonathan Paul Watson
Harley Angel Webb

Magna Cum Laude

Micah Maximilian Weil
Paul Liberato de Mattos Weinstein

Magna Cum Laude

Annabelle Mammie Weisgerber
Andrew Martin Weislogel

Magna Cum Laude

Andrew Jacob Weissler
Adam Paul Wells

Summa Cum Laude

Junjie Weng
Kaiwen Weng

Summa Cum Laude

Andrew Ryan Wenger
Ian Wert

Magna Cum Laude

Joseph Zackary Wester IV
Breandan Wheeler

Magna Cum Laude

Kemal Connor Whitham
Emma Mae Willeke

Cum Laude

Austin Zachary Williams
Cameron Mitchell Williams

Cum Laude

Max B. Winters
Ronald Patrick Wollett

Magna Cum Laude

Zachary David Woodke
Camille Jacqueline Worstell

Summa Cum Laude

Derek Nathaniel Wright
Michael Yu Wu

Magna Cum Laude

Wanshu Wu
Megan Marie Wurtz

Magna Cum Laude

Hayden Jason Wyper
Ruoning Xiao

Cum Laude

Yiting Xiao
Yini Xie

Summa Cum Laude

Ceejay Miles Xiong
Jerry Yang Xu

Cum Laude

Xinning Xu
Wenqing Yang

Cum Laude

Yuwei Yao
Olivia Elise Trott

Summa Cum Laude

Toraø Yasunaga
Gianni McCoy Marinacci Young

Cum Laude

Xiaoying Yu
Yixuan Yuan

Cum Laude

Maria Del Lourdes Zamarrapa
Mustafa Zanjeel

Magna Cum Laude

Chuxin Zhang
Haoting Zhang
Huiwen Zhang

Magna Cum Laude

with Honors in Finance
Jiarui Zhang

Cum Laude

Siyi Zhang
Yunqi Zhang

Magna Cum Laude

Zhixiang Zhang
Jianing Zhao

Cum Laude

Yiran Zhou
Yongqing Zhu

Cum Laude

Zhaodong Zhu
Dean: Patrick M. Lloyd

Magna Cum Laude

College of Dentistry

Dean: Patrick M. Lloyd

Doctor of Dental Surgery

John C. Boykin
B.A. (Case Western Reserve University)

Bachelor of Science

Olivia Michelle Cox
Katie Marie Lewis
Joanna Lin
Patricia Brooke Lindsey
Samantha Morgan Pence
Nicole Shade
Riley Renee Spencer

Bachelor of Science in Dental Hygiene

Eyrusalem Gebeyhu Assefa

College of Education and Human Ecology

Dean: Donald B. Pope-Davis

Bachelor of Science in Health Promotion, Nutrition, and Exercise Science

Chelsea Renee Havens
Anna Elizabeth Noschang
Kerem Posocioglu

Bachelor of Science in Human Development and Family Science

Katherine Lee Allison
Kimberly Barth
Cynthia Larley Botchway
Gabriella Rose Couch

Cum Laude

Shianne Curry
Allison Ann Curtin
Hedaya Ribhi Daoud
Holly Grace Dargenio
Luke Francis Farrell

Cum Laude

Nathan William Fox
Kadeisha Michelle Freeman
Karin Rebecca Goddard
Gillian Elizabeth Gremeling
Caitlin N. Grote

Summa Cum Laude

Aja Reece Hatton
Abigail Kay Huffman
Christian Alan Hunt
Mariam Abdalla Husein

Summa Cum Laude

Jamie V. Jones
Kimberly Kambarami
Amber Shaedawn King
Sydney Nicole Kirker
Sara Elizabeth Kitchen
Michele Pictchanda Lam

Magna Cum Laude

Morgan Elizabeth Leopold
Ta'Queia La'Shai Logan

Summa Cum Laude

Nathan Edward Lombardo
Dandre Covington Lowery
Samara Christine Matthews
Emily Elizabeth McCray

Cum Laude

Allison Elizabeth Moroney
Claire Elizabeth Nicholson
Sravya Patibandla

Magna Cum Laude

Kimberly Sue Pilya
Rachel Salz
Aaron James Scales
Tanner Ross Seymour
Carla Mai Shirima
Kylie Shoffner
Timothy Aaron Smith

Cum Laude

Dominique Le'Shae Stargell
Chandler Steven Swartz
Tara Marie Ticknor
Gary Edmund Traub
Mariel Valentin
Jesse Ann Vandenbark

Magna Cum Laude

Nicole Anna Velkov
Brittney Marie Watkins
Shaniyah Williams
Lauren Jean Leigh Woodford
Hannah Susann Wunderlich

Summa Cum Laude

Dean: Donald B. Pope-Davis

Bachelor of Science in Human Ecology

Youssef Abouhashish
Alyssa Marie Asman
Hayden Andrew Ballog
Jordan Ann-Jean Belec
Jacob Christopher Brandt

Cum Laude

November 18-19, 2020, Board of Trustees Meetings

John August Burris
Shelby Chan
Kaleel Eli'Sha DeBruhl
Liana Rhea Fumin Dickerson
Peter James Dorinsky
Mary Sabina Frost
Kyle R. Green
Kyrienne Alexis Griffith
Madison Ann Griffin
Olivia Katherine Hoernschemeyer
Julianna Lynne Jones
Jaleesa Michele Leonard
Nicole Denise Lester
Magna Cum Laude

Xingyu Lu
Magna Cum Laude
Lauren Elizabeth McFadden
Savannah Sloane Merriman
Leslie Edith Milkie
Michael Vincent Morgan
Aubree Anne Mowery
Justin Robert Ortiz
Cum Laude
Tino Scott Provenzano
Evelina Rosu
Hunter Jordan Shepherd
Tyler Sigmon
Amanda Leigh Smith
Kevon Snodgrass
Sydney Lauren Speakman
Akimi Suenaga
Cum Laude

Jacob Ryan Sustar
Jessica G. Terry
Cum Laude
Karl Nicole Turmwald
Peyton Ann Vlasovich
Yuxi Wang
Magna Cum Laude
Kennedy Vylee Watson
Alysa Joan Wiesler
Michaela Christine Wolf
Kemberly N. Wolford
Yifei Xu
Cum Laude
Matthew Zenobia

Bachelor of Science in Hospitality Management

Olivia Lauren Blackburn
Magna Cum Laude
Holly Anne Fletcher
Shyvonne K'Lisa Hoover
Cole Simon Masler
Magna Cum Laude
Emylee Dianna Patton
Alexis Marie Reed
Abby Grace Stocker
Claire Violet Thrasher
Magna Cum Laude
Alexa Cynthia Turk

Bachelor of Science in Nutrition

Megan D'Ginto
Nathan Scott Kriss
Yushi Liang
Cum Laude

Ted Robert Loper
Magna Cum Laude
Derrick Joseph Melvin
Bethany Kierre Norman
Jacob Wendell Paul Ritzert
Madeline Elizabeth Sabetta
Robert James Siefert
Katherine Rae Warden
Yitian Zhang

Bachelor of Science in Education

Megan Louise Abrahamson
Kelsey Amber Aldrich
Cum Laude
Mikaili S. Anderson
Summa Cum Laude
Jordan Sydney Apple
Cum Laude
Amanda Leah Ash
Cum Laude
Rachel Nicole Barber
Cum Laude
Jennifer Rachel Lee Basye
Summa Cum Laude
Cody Allen Benedetto
Bradley Patrick Boeckmann
Lena Elizabeth Boggs
Summa Cum Laude

Morgan Sue Bosley
Cum Laude
Raymond Connor Buckley
Brittany May Butler
Cum Laude
Brian Davis Campbell
Dominic Gene Canzone
Stephen Jay Cardamone III
Erin Carter
Cum Laude

Andrea Caitlin Carwile
Summa Cum Laude
Danielle J. Colvin
Dylan James Coscia
Fulton Allen James Costa
Connor Curris
Sabylen Tierrani Justis Davidson
Ezra Demissie
Camryn Lora Dieter
Summa Cum Laude

Rose DiRocco
Magna Cum Laude
Brittney Danielle Dodrill
Magna Cum Laude
Megan Marie Drake
McKenzie Ann Dunaway
Magna Cum Laude
Raean Marie Eldred
Nicholas D. Ernst
Ann Baker Everett
Alexis Gynell Fields
Cum Laude

Tyler Jordan Fox
Shelby Lynn Francis
Magna Cum Laude
Seth William Fuller
Cum Laude

Joanna Debra Gardner
Summa Cum Laude
Hayley Cheyenne Gasiorowski
Cum Laude
Michaela Lynn Goins
Cum Laude
Jobe Levi Gray

Ryan Daniel Griffin
Cum Laude
Laura Ann Griggs
Mallory Kate Haas
Summa Cum Laude
Diana Marie Ivory Hanson
Jonathan Matthew Harrison
Sara Pearl Healea
Hayley Rose Hendrickson
Kevin Henry
Cum Laude

Jamie Sue Holtz
Magna Cum Laude
Ashley Elizabeth Hoover
Magna Cum Laude
McKenzie Rae Householder
Magna Cum Laude
Amanda Rose Howard
Magna Cum Laude
Gloria A. Huber
Musa A. Jallow
Madison Blythe Jeter
Summa Cum Laude

Makaylin Katherine Johnston
Taylor Nicole Jones
Joseph Nahokuala Kahapea
Garrett David Kellogg
Summa Cum Laude

Hayley Elizabeth Kelso
Cum Laude
WonBeom Kim
Magna Cum Laude
Alex Jared Kurtzman
Tamara Jo-Veda Lewis
Addison Cameron Lindeman
Magna Cum Laude
Maxwell Edward Logterman
Cum Laude

Jeremy David Lowe
Summa Cum Laude
Brendan Lulow
Andrew Magno
Lena Mancini
Magna Cum Laude
Connor James McDermott
Cara Teresa McKinley
Summa Cum Laude

Aliyaa Mims
Cum Laude
Nicholas Edward Mockler
Felicia M. Montero
Magna Cum Laude

Josef O. Moore
Corresa Morgan
Amanda Lillis Myers
Juliane Marie Niedzwiecki
Lori Lynn Noland
Cum Laude

Cailly Marie O'Toole
Shelby Nicole Passet
Cum Laude
Scott Pearce
Alexis Perney
Jacob Roger Peters
Olivia Claire Pett
Cum Laude

Kaylee Rose Phillips
Isaiah Khalid Prince
Connor Racey
Andrea Nicole Ray
Summa Cum Laude
Alexia Shaniya Dionne Riggins

Trevor Scott Roach
Cum Laude
Timothy William Roberts
Magna Cum Laude
Katherine Nelson Rollins
Alissa Marie Rowe
Summa Cum Laude
Hao Ru
Victoria L. Runyon
Cum Laude
Katelynn Ann Russell
Magna Cum Laude
Rachael Marie Scarmack
Magna Cum Laude
Katherine Anne Semmelroth
Summa Cum Laude

Elena Marie Siemons
James Patrick Smith
Caroline Ann Spears
Magna Cum Laude
Lindsay McMurray Stevens
Cum Laude
Tyler Jeffery Stiers
Rachel Faye Stillions
Addison Lee Stoneburner
Josephine Marie Strong
Summa Cum Laude

Jenna Lynn Swickard
Jacob Shaun Tarvin
Cum Laude
Taylor Lane Topping
Magna Cum Laude
Clarence Andre Walker
Iris Walter
Summa Cum Laude

Lucas Wasson
Carlin Mackenzie Weiss
Cum Laude

Gillian Faith White
Summa Cum Laude
Logan Herschel Martin Wilburn
Zachary Shane Wiseman
Benjamin Michael Yamuder
Zining Zhu
Magna Cum Laude

College of Engineering

Dean: David B. Williams

Bachelor of Science in Aerospace Engineering

Adeniye Temitope Ajiboye
Austin Connor McNutt
Todd Joseph Miller
Magna Cum Laude
with Honors Research Distinction in Aerospace Engineering
Kenneth Moore
Cum Laude
Darryl Eugene Wright II

Bachelor of Science in Architecture (Austin E. Knowlton School of Architecture)

Jacqueline Elizabeth Mikula
Benjamin Christopher Moody
Magna Cum Laude
with Honors in Architecture

November 18-19, 2020, Board of Trustees Meetings

Bachelor of Science in Aviation

Seth Jonathan Kramer

Bachelor of Science in Biomedical Engineering

Daniel Walker Boucher

Cum Laude

Travis Thomas Costa

Cum Laude

Christopher Nikolaos Haritos

Ryan Robert Hooper

Cum Laude

Kaylee Joelle Karsh

Magna Cum Laude

Stephen Andrew Mezget

Cum Laude

Meera Narayan

Magna Cum Laude

Jacob Matthew Phillips

Cum Laude

Ian Bennett Risser

Magna Cum Laude

with Honors Research Distinction in Biomedical Engineering

Marissa Noel Guttenberg Ruzga

Cum Laude

with Honors in Engineering

with Honors Research Distinction in Biomedical Engineering

Alexander James Shaer

Cum Laude

Sarah Vey Shaffer

Summa Cum Laude

with Honors in Engineering

Priyanka Kristine Tewani

Cum Laude

with Honors in Engineering

Genevieve Thanh

Magna Cum Laude

Bradley Dang Tran

Magna Cum Laude

Samuel Vozar

Evan Bernard Wilker

Bachelor of Science in Chemical Engineering

Jack Thomas Allbright

Cum Laude

Sean William Bartholomew

William Martin Baumgart

Cum Laude

Jennifer Anne Bertrand

Alexander James Beutel

Cum Laude

Bryce Noah Bridges

Nicholas Joseph DiGiacomo

Summa Cum Laude

with Honors in Engineering

Andrew James Drake

John Dudas

Cum Laude

Drew Douglas Dunderman

Samara Rachel Einstein

Magna Cum Laude

with Honors in Integrated Business and Engineering

Robert Elkins

Alexander Paul Frank

Emma Rachael Garber

Magna Cum Laude

Jacob Bruce Gates

Joshua William Goetze

Summa Cum Laude

Martin Gonzalez

Cum Laude

with Honors in Engineering

Joshua Mark Hamill

Charles Patrick Hanley

Caitlin Nicole Hennessey

Magna Cum Laude

with Honors in Engineering

Addison James Hutton

Cum Laude

Ian Richard Johnson

Blake Andrew Kanoy

Cum Laude

Surya Tej Kodali

Tara Ann Koob

Melanie Grace Lowmiller

Cum Laude

Paul Douglas MacDonald

Magna Cum Laude

Grant David Michael

Alyson Margaret Miller

Victor Louis Monaco

Cum Laude

Mason Michael Mooney

Caitlin Marie O'Rourke

Cassie Hannah Park

Chan Woo Park

Claire Elise Penrose

Winnie C. Quach

Samuel David Reifsteck

Cum Laude

with Honors in Engineering

Hannah Grace Rettig

Samuel Joseph Ruscak

Cum Laude

Patrick William Saline

Peter Daniel Schmitz

Summa Cum Laude

Taylor Daniel Shumaker

Joel Harold Silleck

Morgan Taylor Smith

Cum Laude

with Honors in Engineering

Adam Roman Supel

Olga Regina Tamayo

Cum Laude

Christopher Jacob Ticknor

Cum Laude

Benjamin Andrew Waters

Gretchen Alexandra Weisbrodt

Brian Robert Wynne

Magna Cum Laude

with Honors Research Distinction in Chemical Engineering

**Bachelor of Science in City and Regional Planning
(Austin E. Knowlton School of Architecture)**

Austin James Cavanaugh

Amber Yvonne Hall

Natalie Hansell

Magna Cum Laude

with Honors in City and Regional Planning

David Wesley Jefferies

Edwin Vladimir Juarez, Sr.

Summa Cum Laude

with Honors in City and Regional Planning

Peyton Landry Kaman

Serim Kim

Magna Cum Laude

with Honors in City and Regional Planning

Alena Danyelle Kowalski

Cum Laude

Kari A. Kueterman

Summa Cum Laude

Zhengyang Liu

George Tristan Matthews

Lance Austin Porter

David Joseph Schniegenberg

Magna Cum Laude

with Honors in City and Regional Planning

Catherine Rose Sholl

Jordan Susanne Snively

Daniel Peter Sullivan

Magna Cum Laude

James Trevor Wilson

Yuxuan Zhao

Summa Cum Laude

Bachelor of Science in Civil Engineering

Joshua David Bals

Joshua Adam Banaszak

Amanda Sue Bollinger

Veronica Amber Burk

Jon Thomas Busch

Magna Cum Laude

Dominic Joseph Caracci

Magna Cum Laude

with Honors in Integrated Business and Engineering

Man Fung Cheung

Cum Laude

Kristin Alexis Crowell

Julianne Alysa De Roo

Michael Kelton Farmer

Cody James Free

Cum Laude

Derek Narayan Gupta

Summa Cum Laude

Bradley James Hall

Mitchell Vernon Haubner

Thomas Michael Henry

Summa Cum Laude

with Honors in Engineering

Dustin Reed Hilty

Jeffrey Daniel Immel

Isaac Michael Jones

Christopher David Lancaster

Jacob Todd Lucas

Magna Cum Laude

Sina Musie

Jacob Patrick O'Donnell

Magna Cum Laude

Jacob Austin Pardue

Benjamin Christian Peters

Mary Carper Robbins

Roscoe Avery Robinson

Jacob Tyler Rorabaugh

Alec Joseph Rossi

Jenna Catherine Ruch

Cum Laude

Patrick Robert Rumsey

Ahmad Ahnaf Ariffin Bin Rusmi

Kayla Christine Saggio

Wilson Tang

Kevin Vincent Tuohy

Holland Maria van der Lans

Cum Laude

Dharoo Verma

Collin Matthew Walsh

Kevin Gregory Wirfel

Nicholas Scott Wright

Abdulrahman Zanjeel

Thomas Rowland Zigmund

Bachelor of Science in Computer Science and Engineering

Wonee Abrha

Sadaqat Ali

Cum Laude

Shayan Ali Araghi

Devin Lal Arora

Ayobami Balogun

Hitesh Bavisetty

Jacqueline Anne Biggins

Cum Laude

Sean Michael Bower

Michael Santana Braun

Magna Cum Laude

Raikhan Buduvaram Nagesh Babu

Andrew David Burns

Nicholas Joseph Celesti

Sitao Chen

Magna Cum Laude

Che Cheng Chou

Magna Cum Laude

Jared Shelton Clabough

Cum Laude

Allison Frances Cuba

Cum Laude

Andrew Robert Davis

Summa Cum Laude

Jack Stuart DeLano

Summa Cum Laude

Zhaoyi Deng

Magna Cum Laude

William DeNiro

Christopher John DeRosa

Cum Laude

Bianca Dizon

William Jacob Dooley

Evan Hartigan Eichler

Alexander Fan

Brian Gene Fissel

Joy Kallia Folkens

Summa Cum Laude

with Honors in Engineering

Anthony Michael Fortuna

Rylee Patrick Fraser

Addison Edward Freeman

Jared Dornette Frees

Summa Cum Laude

Brian Lin Gainer

Cum Laude

Pradhit Reddy Gosula

Cum Laude

William Barrett Greenway

Maxwell Peter Grelson

November 18-19, 2020, Board of Trustees Meetings

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Jingyu Gu

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Reis Haleem
Shwe Tint Tal Han
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Nicholas Timothy Harvey
Michael Steven Hayworth
Xinchen He

Cum Laude

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Huang Huang

Cum Laude

Jianwen Huang
Xiujing Huang

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Ziwei Jin
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Kenneth Robert Kelley
Sahl Vijay Khatri

Cum Laude

Ern Chi Khoo

Cum Laude

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Janson James Kramer
Nicholas F. LaManna

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Bowen Li

Cum Laude

Jiaqi Lin

Cum Laude

Yuhe Luan

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Cum Laude

Michael Joseph Mendiola
Prem Mahendar Methuku

Cum Laude

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Thomas Kenneth Morgan

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Michael Anthony Morrill

Magna Cum Laude

Khalid A. Musa

Cum Laude

Samaa Milind Nadkarni
Nicholas Negrete
Steven Michael Neveadomi

Magna Cum Laude

Vannaroth Ngoc
Nam Ba Nguyen
Jacob Mark O'Connor

Magna Cum Laude

Derek Christopher Opdycke
Connor Reed Oppy

Magna Cum Laude

Reece Alexander Partridge
Naishil Viranbhai Patel

Justin David Perry
Swathi Pillalamarri

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with Honors in Engineering

Arundas Puthiya Purayil

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Orfilia Tongyun Qiu
Ashwin Rajgopal

Cum Laude

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Theodore Matthew Riffle

Cum Laude

Cody Roberts
Zachary William Ryan

Magna Cum Laude

Bhagwat Sapkota
Ritachit Sarkar

Magna Cum Laude

Nyna Manyphone Sayarath
Andrew Russell Schneider

Nicholas Aaron Schumer
Nathaniel Thomas Shineman

Cum Laude

Jenni Michelle Silverstein

Summa Cum Laude

with Honors in Engineering

Harman Singh
Adam Snively

Magna Cum Laude

Lucas Michael Swint
Kidus Surafel Teferra

Magna Cum Laude

Joshua Arden Thomann
Zongming Tian

Magna Cum Laude

David Emil Van Drei
Harrison Ross Warren

Cum Laude

Shao Chi Wu
Jiankai Xu

Magna Cum Laude

Zexin Xu

Magna Cum Laude

Zhuo Xu
Andrew Thomas Zawada

Mitchell Glen Zeiter
Yue Zhang

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*with Honors Research Distinction in Computer
Science and Engineering*

Yunqi Zhang

Cum Laude

Liangtu Zhou

Magna Cum Laude

Ruijie Zhou
Runmin Zhou

Magna Cum Laude

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Summa Cum Laude

Bachelor of Science in Electrical and Computer Engineering

Samuel Benjamin Agranoff

Cum Laude

Husain A. Y. M. A. Alali

Cum Laude

Alexander William Alatsis

Summa Cum Laude

Erik Robert Anderson
Seongjin Baek

Michael Joseph Beiring
Evan Michael Berry

Seth Quentin Blankenship
Alexander Choe

Matthew David Claassen
Austin Bradley Collins

Magna Cum Laude

Ronald Cullen III
Jacob Dietrich

Cum Laude

Andrew James Dingle

Magna Cum Laude

Jacob Wayne Dixon

Magna Cum Laude

Kevin Tan Du

Cum Laude

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Magna Cum Laude

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Computer Engineering*

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with Honors in Engineering

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Quinton Michael Hiler
Turner Ashby Hocter

Cum Laude

Jacob Scott Hounshell
Binyam Wakoya Jara

Magna Cum Laude

Jeremy Tiger Jiang
Zachary David Kahlig

Cum Laude

Meghna Kalra

Magna Cum Laude

Joshua Ryan Keller II

Cum Laude

James Robert Kiefer, Jr.

Cum Laude

Stefan Kosanovic

Magna Cum Laude

Brandon Phillip Kowalski
Anton Krondorfer

Cum Laude

Kyle Anthony Larj
Max Andrew Laubenthal

Magna Cum Laude

Michael Gerard Lavelle

with Honors in Engineering

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Zhenghao Liu

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Jacob Clay Maag
Daniel Matar

Cum Laude

Hannah Elizabeth May
Eric Nicholas Mays

Cum Laude

Daniel Kent Meier

Magna Cum Laude

Kristen Melani Melancon
Haowen Mo

Cum Laude

Alexander Morales

Summa Cum Laude

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Kyle Alexander Moulton

Magna Cum Laude

Ahmed Attia Negm
Shivam Alkesh Patel

Del Raymond Perina

Cum Laude

Kyle Forrest Robertson
Alec Bryan Schnabel

Magna Cum Laude

Alexander Francis Shank

Magna Cum Laude

with Honors in Engineering

Kalen Joseph Sipl
Akshath Bruce Srinivasan

Cum Laude

Andrew Tian

Magna Cum Laude

Nicholas Robert Tonnis

Magna Cum Laude

Daniel Hicks Walton III
Marcus Jermaine Williams

Magna Cum Laude

William Augustus Workman

Magna Cum Laude

*with Honors Research Distinction in Electrical and
Computer Engineering*

Zhuowei Yu
Zhongyuan Zhai

Magna Cum Laude

Bachelor of Science in Engineering Physics

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Summa Cum Laude

Stephen Kyle Hogg
Breana Jade Rabasca

Summa Cum Laude

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Yuqi Wang

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Bachelor of Science in Environmental Engineering

Lipi Agrawal
Olivia Pearl Ambuehl

Magna Cum Laude

Neil Patrick Bodner
Zachariah Paul Bolain

Magna Cum Laude

Johnathan Leigh Bosworth
Peter Gregory Dittrich

Magna Cum Laude

Allie Nicole Donohue
Logan Hornstein

Magna Cum Laude

John Patrick Schlichting

Cum Laude

Shannon Rae Thayer
Mark Andrew Tischer

Cum Laude

Emily Leeann Weidman

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Jack Harold Eifert

Cum Laude

Andrew Fitzgerald

Cum Laude

November 18-19, 2020, Board of Trustees Meetings

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Davin Malinen
Austin Keith Matheny
Ryan Edward Miller
Lukas Paul Moreland
Cum Laude

Mpoki Mwalupindi
Tom Henry Marihugh Nuess
Emily Rose Perusek
Michael Herman Schmenk
Magna Cum Laude
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Alador Norahun Sisay
Aik Yang Soh
Weldon Allen Swartz
Christopher James Tkach
Noah Schilder Tubbs
Diego Paolo Valenzuela
Timothy Micah Vanvoorhis
Breana Michelle White
Megan Nicole Wingerter

Bachelor of Science in Industrial and Systems Engineering

Bilal Alabboud
Yuntian Bai
Hannah Aileen Barnes
Summa Cum Laude
with Honors in Engineering
Connor Matthew Becroft
Adam Louis Boes
Magna Cum Laude
Brooke Elizabeth Crawford
Magna Cum Laude
Maria Angelica Paz De La Fuente
Dante Michael Della Vella
Cum Laude
Jonathan Patrick Dowling
Cum Laude
Brandon Joseph Foster
Kayley Elizabeth Gordon
Cum Laude
Dominique Elizabeth Hadad
Cum Laude
with Honors in Engineering
Emily Joan Haines
Magna Cum Laude
Nolan Christopher Hanna
Magna Cum Laude
with Honors in Integrated Business and Engineering
Andrew Vossar Jensen
Connor Jordan Lambert
Magna Cum Laude
Jacob Gregory Langermeier
Carlton Yenny Lenartowicz
Shuqiao Liu
Spencer David Lohmeier

Nathan George Michael
Magna Cum Laude
Sean Paul Moran
Douglas Moscoso
Cole James Nielsen
Casey Anne Nitschke
Kelsey Anne Rafac
Julia Francis Rose Reedy
Cum Laude
with Honors in Engineering

Francis Rizzo
Alexander James Savelieff
Spencer Daniel Sheehan
Cum Laude
Shir Ley Soh
Evan Joseph Sommer
Allison Kristina Spicer
Chao Tang
Nina Jadell Tavernier
Noah James Tesny
Francis Sebastian Vadakumcherry
Magna Cum Laude
Jarrett Wiggins

Bachelor of Science in Materials Science and Engineering

Bitania Ruth Admasu
Hashim Ali
Nnaemeka Tobechukwu Anene
Michael Francis Belopotosky
Tekle Resom Berhane
Haichen Chen
Summa Cum Laude
Kelly Ann DeRees
Magna Cum Laude
with Honors in Engineering
Arjun Dheenan
Jeremy Scott Duncan
Griffin Darren Gebler
Amanda Elizabeth Gibson
Magna Cum Laude
Sergio Andres Gonzalez Brana
Kelton Henry Hartman Vaeth
Magna Cum Laude
Jason Thomas Kuldell
Christian Alexander Meadows
Khalid Jailani Mohamed
Michael Paul Moodispaw
Magna Cum Laude
Carter Morris
with Honors Research Distinction in Engineering Education
Bethany Renee Rupnow
Abdullahi Said
Emma Kathleen Schmitz
Nathan Michael Stiefel
Kirsten Marie Szydlowski
Rebecca Lynn Vilcheck
Cum Laude
Jared Weist
Amanda Nicole Wojcik
Jack Tyler Wootton

Bachelor of Science in Mechanical Engineering

Zachary Thomas Adamson
Cum Laude
Emily Kristine Aneshansley
Cum Laude
with Honors Research Distinction in Mechanical Engineering
Günther Shepard Bell
Magna Cum Laude
with Honors Research Distinction in Mechanical Engineering
Grant Stephen Benninger
Magna Cum Laude
with Honors in Engineering
Jonathan Joel-Jabari Berry
with Honors Research Distinction in Industrial and Systems Engineering
Matthew George Bisbee
Magna Cum Laude
Alex Liam Borchers
Maria Rose Bridgman
Jason William Bruggemann
Aubrey Kathleen Carson
Magna Cum Laude
with Honors in Engineering
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Jong Hwa Chang
Jeffrey Chen
Yao Chong Chow
Abigail Adele Christel
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with Honors in Integrated Business and Engineering
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Summa Cum Laude
Edward Ambrose Conry
William Keith Contrera
Kevin K. Czajka
Magna Cum Laude
Joshua Joseph Damage
Megan Genevieve Denk
Cum Laude
Christopher James DiCairano
Magna Cum Laude
Drew Alan Evans
Magna Cum Laude
Noor Khaled Farag
Samuel Jacob Frohman
Katie Ann Frost
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Adam Charles Fruchey
Jonathan James Gerding
Eric J. Glaze
Cum Laude
Clifford Francis Webster Goertemiller
Magna Cum Laude
Erik Andrew Haverkate
Cum Laude
Dakil Naif Heskan
Joseph Thompson Huddle
Manjot Kalkat
Magna Cum Laude
Jacob Christian Kaufman
Summa Cum Laude

Yatin Khanna
Magna Cum Laude
with Honors Research Distinction in Mechanical Engineering
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Magna Cum Laude
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with Honors in Engineering
Colin William Kruchan
Summa Cum Laude
Cum Laude
Xiaochen Li
Cum Laude
Ryan Peter Luttmann
Cum Laude
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Cum Laude
with Honors in Engineering
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Karl Frederick Moghissi
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Cum Laude
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Lauren Marie Sarakauskas
Cum Laude
Logan Scarth
Magna Cum Laude
Jacob Allen Scavuzzo
Cum Laude
Alisha Marie Schroeder
Magna Cum Laude
Emily Michelle Schultz
Magna Cum Laude
with Honors in Engineering
Ronald Ewin Smith
Magna Cum Laude
with Honors Research Distinction in Mechanical Engineering
Nathan Roger Snavely
Cum Laude
Rahul Ashwin Sreeram
Magna Cum Laude
with Honors in Integrated Business and Engineering
Dean Joseph Steele
Luke David Striebig
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Samuel James Strom
Mary Grace Sylvester
Magna Cum Laude
with Honors in Engineering

November 18-19, 2020, Board of Trustees Meetings

Colton Werner Thomas

Magna Cum Laude

with Honors Research Distinction in Mechanical Engineering

Carissa Richele Vance

Magna Cum Laude

Trevor Andrew Vogel

Cum Laude

Rebecca Marie Weiss

Magna Cum Laude

with Honors in Engineering

with Honors Research Distinction in Mechanical Engineering

Michael Allen Werling

Tanner William West

Magna Cum Laude

Jackson Wilce Wilken

Zijian Xu

Katherine Lee Zenz

Cum Laude

Jingan Zhang

Magna Cum Laude

Bachelor of Science in Welding Engineering

Yusuf A. Abdi

Liya Amanuel

Amy Joan Balich

Andrew John Campbell

Stephen Connor Davis

Michael John Dye

Jacob D. Edwards

Mason Storm France

Michael Timothy McCarthy, Jr.

Austin Reed

Jenna Margaret Richter

Evan William Sohl

Marcus Gaspar Spring

Jolene Lien Tran

Canyon Spencer Underhill

Joshua David Velasquez

College of Food, Agricultural, and Environmental Sciences

Dean: Cathann A. Kress

Bachelor of Science in Agriculture

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Trenton James Baldwin

Magna Cum Laude

Cody Alan Beale

Cum Laude

Joshua Quincy Blakemore

Jack David Phillip Bowman

Magna Cum Laude

Lisa M. Brenner

Kacey Matthew Browning

Trevor Burden

Alexus Raelynn Burkhart

Madeline Nicole Burns

Magna Cum Laude

Danielle Lee Bush

Alia Cahill

Anna Olivia Can

Myia Monea Clemmons

Mason Todd Creager

Grace Augusta Daniels

Victoria Marie DiMatteo

Cum Laude

Julia Marie Dimmerling

Zoe Octavia Eads-Scofield

Bailey Thomas Eberhart

MacKenzie Dawn Edler

MaKayla Eggleton

Magna Cum Laude

Christina Marie Gaerke

Cum Laude

Jason Michael Garnet

Kendall Alysse Gilmore

Magna Cum Laude

Courtney Gail Gregory

Matthew Thomas Hall

Kiley Marie Harriman

Jarod Edward Herron

Kathryn Charlotte Hicks

Cameron Lucas Hupp

Nathan Quinn Keller

Nathan Daniel Kimmel

Summa Cum Laude

Jordan Kohut

Cum Laude

Cole Krawczyk

Brian Timothy Landers

Cum Laude

with Research Distinction in Culinary Science

Miranda Elizabeth Lauchard

Cum Laude

Logan Abram Leffel

Caley Ann Legg

Magna Cum Laude

Sam Simon Leitz

John David Levings

Megan Lynn Little

Cody Steven Mack

Calla Elizabeth Mazzaro

Sean Michael McKay

Logan K. Menuez

Mary Emma Meyung

Cum Laude

Josephine Karin Montoney

Rebecca Danielle Moser

Jessica Nichole Mosher

Magna Cum Laude

Abby Lohr Newsom

Cum Laude

Ablavi Cica Nuakey

Jordan Timothy Olinger

Magna Cum Laude

Brianna Elizabeth Osborn

Noah Hee-Sung Porter

Cum Laude

Angelina Theresa Puerto

Mikael Benjamin Rababy

Samuel Cody Roliff

Austin James Schaffner

Magna Cum Laude

Isabelle Davis Schlachter

Summa Cum Laude

Morgan Kay Seckel

Cum Laude

Jonathan Shih

Ronnie Simmons III

Jacob Anthony Simoni

Cum Laude

Ariana Sipes

Madelynn Elizabeth Skillings

Trace Kenneth Smail

Jordyn Leigh Smith

Rachel Elizabeth Sobas

Adrian Todd Speelman

Rachel Ann Stanco

Chase Arthur Starrett

Nicholas Gene Stearns

Adam Michael Stegh

Jonathan Thomas Stepp

Alec Lynn Stillberger

Emma Susan Stowe

Kamala Rose Sweeney

Magna Cum Laude

Lauren Elizabeth Thompson

Gabrielle Rai Anne Tong

Andrew Richard Toth

Cum Laude

Rhiann Travis

Alec Edward Julius Truckor

Anne Kathryn Underwood

Jessica Ann Valentine

Mallory Murphy Warner

Summa Cum Laude

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Magna Cum Laude

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Asaad Mohammed Ahmad

Ryan Albright

Cum Laude

Godwin Amankwah Kesse

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Chandler James Diles

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Min Kyu Ji

Terry Bernard Johnson, Jr.

Mohammed Hatem Karajat

Matthew George Korzenko

Tony Raymond La Torre

Anousheh Lawrence

Franklin Johnathon Ludwig

Karem Marzouk

Shane Patrick McGuiness

Andrew James Misich

Mecah Shenise Mochoge

Trevor Michael Monk

Luke Nathaniel Morrison

Jaret Thomas Nickoli

Kyle Pope

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Jack Lee Powers III

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Wyatt Sanders-Evans

Nathaniel Levi Sattler

Ryan Anderson Semmelroth

Jacob Shea

Carter Michael Simons

Magna Cum Laude

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Zachary Zolton Zenda

Bachelor of Science in Food Science

James Maben Chung

Cum Laude

with Research Distinction in Food Science and

Technology

Brenna Suzanne Kilbarger

School of Environment and Natural Resources

Bachelor of Science in Environment and Natural Resources

Asha Nathalie Abreu

Brittany Kay Allen

Cum Laude

Tuny Amphonechit

William Arnold

Mikayla Danae Benjamin

Maria Ann Bergman

Julia Binder

Aaron Jeffrey Biscup

Christina Boehm

Cum Laude

Elise Catherine Boos

Summa Cum Laude

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Leslie Michela Brown

Ashley Nicole Byers

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Nicholas John Corso

Zachary Czoer

Cum Laude

Rachel Lauren Dickson

Magna Cum Laude

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Alyxandra Angel Flott

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Margaret Alyse Hirt

Drew Anthony Kaser

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Michael A. Keeler

Nicholas Joseph Kennedy

Cum Laude

November 18-19, 2020, Board of Trustees Meetings

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Dauren Mason
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Magna Cum Laude

with Honors Research Distinction in Environmental Science

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Alyssa Claudia Pettiti
Maureen Faith Robinson
Ethan Matthew Ross
Rachel Marie Rutan

Magna Cum Laude

Jarrold Phillip Sanchez
Alexander James Santiago
Nicole Marie Schmauch

Magna Cum Laude

Brady Nicholas Seesholtz
Darby Sherman

Summa Cum Laude

Benjamin Christian Sommers
Uriah Cohen St. John

Magna Cum Laude

Holly Nicole Stanley

Magna Cum Laude

with Honors Research Distinction in Environmental Science

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Cum Laude

with Research Distinction in Forestry, Fisheries and Wildlife

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Sarah Louise Way
Jada Williams

Cum Laude

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Kyle David Wright
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Chad Garrett Parsell

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Greg Richard Vanaman

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Mason Wicker

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Mason Spencer Benschoter
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Leslie Gertrude Burger
David Patrick Cavanagh
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Seldon William Dyer

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Noah Joseph Kenneally
Danielle Morgan Knoll
Alexandra Liskai

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Abigail Frances Maniskas
Isaac Thomas Moser
Jeremy Roger Mosteller, Jr.
Robert Evan Neuhauser
Noah HeeSung Porter

Cum Laude

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Samuel Cody Roliff
Abby Maria Schellin
Chasidy Brianne Schmucker

Magna Cum Laude

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Matthew Thomas Wiley

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Dean: Lincoln L. Davies

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B.A. (Otterbein University)

Matthew P. Gordon
B.S. (Miami University)
M.S. (University of Virginia)
M.Sc. (Esade Ramon Llull University)

John J. Osinski
B.S., M.Ed., M.B.A.

Master of Laws

Khushboo Hitesh Desai
B.Laws (Auro University)

Salvia Jannat
B.Laws (University of Dhaka)

Haiyan Li

B.Laws (Shandong University of Finance and Economics)
M.Laws (China University of Political Science and Law)

Chenju Qiu
B.Laws (China University of Mining & Technology)
M.Laws (University of International Business and Economics)

Karen Yamileth Rodriguez Santos
B.Laws (Facultad Libre de Derecho de Monterrey)

Dongbo Wu
B.Laws (Huaqiao University)
M.Laws (University of International Business and Economics)

College of Medicine

Dean: Carol R. Bradford

School of Health and Rehabilitation Sciences

Bachelor of Science in Health and Rehabilitation Sciences

Paul Gabriel Achkar
Sura Abdul wahhab Alsaeedi
Holly Elizabeth Arden
Neneoumar Sodo Bah
Darci Steele Baker

Magna Cum Laude

Sarah Katherine Baker
Sarah Nicole Basinger
Brooke Nicole Beaver
Anna Margaret Bollinger

Cum Laude

Kevin James Bowen
Jordan Dewayne Bratton
Britney Carol Carillon
JonDavid George Cascio
Natalie Cevasco

Jason Chugh

Jiho Chung

Cum Laude

Sydney Lynn Cocola
Emily Nicole Coykendall
Summa Cum Laude
Eduardo Marcos Pais DeOliveira
Katey Ann DePuy

Magna Cum Laude

Alyssa Kathleen-Lei Anne Drown
Gretchen Ann Dunaway

Cum Laude

Olivia Jacqueline Eastep
Taylor Jordan Eberhart
Kristi Marie Erin
Jack Alexander Erwin
Kwame Ewool

Cum Laude

Shire Mohamed Farah
Matthew Adam Finlay
Tierra Denise Ford
Emily Funkhouser

Benjamin Franklin Golowenski

Summa Cum Laude

Madalynn Nicole Gonzalez
Casey Halle

Cum Laude

Ciara Wyatt Hendy

Cum Laude

Alec Hinton

Magna Cum Laude

Brianna Hyatt
Olivia Juliani

Cum Laude

Davis Ryan Kallio
Athena Kantas
Sophie Kimani
Kylie Elisabeth Knott
Ashley Elizabeth Kohler

Cum Laude

Marisol Luna Lambermont
Jordyn Nicole Lambert
Sydney Nichole Martin
Austin Daniel McMahon
Maikel Metyas

Cum Laude

Jacquelyn Ray Miller
Matthew Jerome Miller
Ayan Mohamud
Madison Ariene Mollette

Cum Laude

Anne Morgan
Raean Marie Moser
Marissa Kaitlyn Patrick
Amanda Peloso
Valerie Phuong-Guynh Phan
Spencer Carl Phillips
Kristin Danielle Power
Romani M. Roberts
Jill Kathleen Schwchow
Christian Stephens

Summa Cum Laude

with Honors in Health and Rehabilitation Sciences with Research Distinction in Health Sciences

Sarah Elizabeth Sutton
Ashli Elizabeth Thompson
Nathaniel Richard Tomm
Ann Elizabeth Vohlers

Magna Cum Laude

Emma Enrica Warns
Cum Laude
Ayreon Janae Wilkinson
Tessa D. Wolf-Bentley
Lucas Alan Wonorski
Kelly Louise Zagore
Kathryn Irene Zahel

College of Nursing

Dean: Bernadette M. Melynk

Bachelor of Science in Nursing

Monique Andrea Addington
Amanda Altemose
Edwina Benedicta Elorm Atsufui Amagnon
Jacob Allen Berger
Amber Elisabeth Brown
Chelsea Buchan
Barbara Ann Cira
Morgan Elizabeth Cook

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Nadine Grey Corlew
 Portia Brinette Covington
 Amy Elizabeth Cyrus
 Kelsey Ann DeWispelaere
 Lisa Marie Dzialoski
 Jennifer Lynn Ellinger
 Olivia Morgan Fenster
 Kevin Tyler Fields
 Bethany Dawn Fitch
 Augusta Therese Garofoli
 Anthony Garrow
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 Jessica Lauren Goss
 Richard Manger Gould
 Lindsay Jounric
 Leslie D. Laine
 Ashley Noel LaRochelle
 Victoria N. Laurent
 Kari L. Lee
 Sidney Morgan Lester
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 Anne Marks
 Margaret S. McDonald
 Sarah Anne Navarra
 Emily Sarah Nobilet
 Ande Leigh O'Neill
 Laura Elizabeth Oberley
 Deena Michelle Olsen
 Alexandria Lynn Pollard
 Barbara Lee Porterfield
 Caitlin Purcell-Reynolds
 Ashley Nicole Rogers
 Tiffany Nicole Rostorfer
 Adam Schmidt
 Nicholas Joel Schneider
 Linda Kathleen Stevens
 Andrew Tan
 Theresa Frances Tholley
 Ashley Lee Triner-Coley
 Krista Joelle Wiss
 Preston Charles Wright
Summa Cum Laude
 Brandi Nickole Young

College of Optometry

Dean: Karla Zadnik

Doctor of Optometry

Mojdeh Sameii

College of Pharmacy

Dean: Henry J. Mann

Doctor of Pharmacy

Sanvy Alexander Yang
 B.S. (Truman State University)

Bachelor of Science in Pharmaceutical Sciences

Farhiya Omar Abdi
 Manahil Nabi Behlum
 Olivia Caroline Calcote

Sean William Carson
 Nathan Ezzone
 Taryn Nikole Fullom
 Emily Anna Gaidos
 Jennifer Ghorayeb
 Jessica Ghorayeb
 David Gurovich
 Chase Christian Haubert
 Kelvin Grande Houston
 Suad Hussein
 Sadie Lou Keener
 Abigail Louise Klein
Magna Cum Laude
*with Distinction and Honors in Pharmaceutical
 Sciences*

Jessica Carmen Mei
 Sondos Salah Mubarak
 Will Mulhern
 Michelle Navid
Cum Laude

Marvelous Adeeye Olowookere
 Chandler Ortman
Magna Cum Laude

Anthonia Eseosa Osagie II
 Angel Dominique Posadas
Cum Laude

Zane Dylan Romine
 Galina Rozenberg
Cum Laude
with Distinction in Pharmaceutical Sciences

Lauren Christine Scott
 Caroline Janet Stein
Cum Laude

Bailey Madison Webb
Cum Laude

Madison Faith Weber
Magna Cum Laude

Corey Andrew Wilson
 Farah Nuraina Binti Zaini
 Monica L. Zeller

John Glenn College of Public Affairs

Dean: Trevor L. Brown

Bachelor of Arts

Hogan Michael Armbruster
 James A. Bogac
 Xiaotian Cao
 Grace Elyssa DiGiulio
Cum Laude

Emma Kathryn Gardner
Summa Cum Laude

Alexandra Elizabeth Hensley
Magna Cum Laude
with Honors in Public Affairs

Mara Elizabeth Hunter
Cum Laude

Hanna Michelle Hutchins
Magna Cum Laude

Abigail Elizabeth Kokal
Cum Laude

Kylie Ann Kuhlman
Cum Laude

Alexandra Faye Losego
 Jenna Alicia Paskey
Magna Cum Laude

Chelsey Marie Riddle
Cum Laude

Maegan Savarise
Magna Cum Laude
 Stanley Michael Skock IV
 Tina Tsui
 Logan Michael Wild

Bachelor of Science

James Bott
 Laura Francis Colagiovanni
Magna Cum Laude
 Shawn Patrick Knecht
 Nickolas Joseph Sondej
Cum Laude

College of Public Health

Dean: Amy L. Fairchild

Bachelor of Science in Public Health

Mohamed Ahmed Abdullahi
 Emmanuela Borney Aboagye-Mensah
 Carrie Marshay Adams
 Nadia Said Ahmed
 Haley Bachus
 Camila Michelle Bagley
Cum Laude

Hannah Jayne Bryan
 Sarah Chopko
 Sharmake A. Diriyee
 Noah Louis Frederick
 Jordan Rae Guthrie
Magna Cum Laude

Zineb Habroune
Cum Laude

Michael Kent Haught
 Bhavneep Kaur
Cum Laude

Alison Rachael Lang
Magna Cum Laude

Caitlin McConaghy
Cum Laude
with Honors in Public Health

Malia Michele Minarik
 Mohammed J. Museitif
 Alexandra Lynn Parquette
Magna Cum Laude

Vandan Thakorbbhai Patel
 Melissa Ann Soltisz
Cum Laude

Jill Elizabeth Suttiff
Magna Cum Laude

Michael Joseph Weigand
 Afraaz Omar Tanvir Zariwala

College of Social Work

Dean: Thomas K. Gregoire

Bachelor of Science in Social Work

Alexandra Dietrich
 Jamie Renee Easton
Magna Cum Laude
 Olivia Joy Esparza
 Asja Roberta Farmer
 Justine Angelyn Finney
Summa Cum Laude

Amina Asad Hirsi
 Hannah Nicole Borja Lawson
 Chantel Nicole Lowe
 Audrey Grace Montgomery
Summa Cum Laude
 Joshua David Myers
 Kayla Nolan
 Italia Chyenney Penn
 Margaret Peggie Rockson
 Joshua Graham Simmons
 Megan Brianne Sizemore
 William Andrew Starr
 Julia Ann Warner
Magna Cum Laude

Candidates to be Commissioned in the Armed Forces

United States Army

Second Lieutenant United States Army

Aviation
 Daniel D. Stuhldreher
 Sam Yang

Corps of Engineers

Robert A. Elkins
 *Ellie L. Gonzales

Medical Services

Nickolas P. Nevius

Ordnance

Adam S. Halsey

Casey L. Woodyard

Second Lieutenant United States Army National Guard

Corps of Engineers

Ian W. Eshelman

Medical Services

Tyler J. Fox
 Marisol L. Lambermont

Ordnance

Marian B. Everson

Signal Corps

Jacob A. Scavuzzo

Second Lieutenant United States Army Reserves

Aviation

Elizabeth L. Williams

Cyber

Alec J. Rossi

*denotes Distinguished Military Graduate
 **denotes Distinguished Air Force Graduate
 ***denotes Distinguished Naval Graduate

United States Air Force

Second Lieutenant United States Air Force

Kenneth A. Moore
Andrew R. Seidel

United States Navy

Second Lieutenant United States Marine Corps

Brandon James Hawkins
Michael William Rector

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 Honors in Social Work requires successful completion of a prescribed honors program of study and graduation with a 3.4 GPA or better.

With Distinction requires successful completion of an undergraduate thesis and a 3.4 GPA or better

Summary of Degrees and Certificates

Autumn Semester Commencement – 2020

College	Degree/Certificate	Degree/Cert. Total	Autumn Semester 2020 College Total
Graduate School	D.M.A.	3	195
	Ph.D.	192	Doctoral
	Au.D.	1	12
	Ed.D.	3	Professional
	D.N.P.	8	
	M.Acc.	1	
	M.Appl.Clin.PrecI.Res.	6	
	M.Appl.Stat.	6	
	M.A.	52	
	M.B.A.	19	
	M.Bus.Log.Eng.	21	
	M.Bus.Op.Excel.	37	
	M.C.R.P.	3	
	M.Clin.Res.	8	425
	M.E.N.R.	2	Masters
	M.F.A.	6	
	M.Gib.Eng.Ldr.	1	
	M.Hum.Res.Mgt.	1	
	M.Land.Arch	1	
	M.Learn.Tech.	4	
	M.Math.Sci.	1	7
	M.P.H.M.	4	Certificates
	M.P.A.	5	
	M.Public.Hlth.	12	
	M.S.	230	
	M.S.W.	1	
	M.Sprt.Coach	3	
Spec.M.Bus.	1		
Cert.Hlthc.Ldr.In.	1		
Cert.Hlth.Well.Coach	4	639	
Cert.Nurs.Coach.	2		
Arts and Sciences, College of	B.A.	709	
	B.A.Jour.	13	
	B.F.A.	14	
	B.Mus.	1	
	B.Mus.Ed.	1	
	B.S.Design	1	
	B.S.Atmos.Sci.	1	
	B.Geog.Info.Sci.	7	
	B.S.	369	
	A.A.	406	
Cert.Div.Eq.Incl.	11	1533	
Business, Fisher College of	B.S.Bus.Adm.	411	411
Dentistry	D.D.S.	1	
	B.S.	7	
	B.S.Dent.Hyg.	1	9
Education and Human Ecology	B.S.H.P.N.E.S.	3	
	B.S.H.D.F.S.	51	
	B.S.Human Ec.	44	
	B.S.Hsptly.Mgt.	9	
	B.S.Nutrition	11	
B.S.Ed.	119	237	
Engineering	B.S.A.A.E.	5	
	B.S.Arch.	2	
	B.S.Aviation	1	
	B.S.Biomed.E.	17	
	B.S.Ch.E.	50	
	B.S.C.R.P.	18	
	B.S.C.E.	41	
	B.S.C.S.E.	119	
	B.S.E.C.E.	62	
	B.S.E.P.	8	
	B.S.Env.Eng.	12	
	B.S.F.A.B.E.	27	
	B.S.I.S.E.	38	
	B.S.Mat.Sc.Eng	27	
	B.S.M.E	79	
B.S.W.E	16	522	
Food, Agricultural, and Environmental Sciences	B.S.Agr.	88	
	B.S.C.S.M.	37	
	B.S.Food.Sc	2	
Environment and Natural Resources, School of	B.S.E.N.R.	65	
	A.A.S.	14	
Agricultural Technical Institute	A.Science	23	229
Law, Michael E. Moritz College of	J.D.	3	
	LL.M.	6	9
Medicine Health and Rehabilitation Sciences, School of	B.S.Hlth.Rehab.Sci.	72	72
Nursing	B.S.Nursing	50	
	Cert.R.N. Primary Care	8	58
Optometry	O.D.	1	1
Pharmacy	Pharm.D.	1	
	B.S.Pharm.Sci.	32	33
Public Affairs, John Glenn College of	B.A.	17	
	B.S.	4	21
Public Health	B.S.P.H.	24	24
Social Work	B.S.Soc.Work	17	17
Total Degrees and Certificates		3,815	3,815

Total Degrees this Semester	(not including certificates)	3,789
Total Degrees since 1878	(not including certificates)	816,141
Total Degrees during Last Decade	(not including certificates)	162,123

PRESIDENT'S CABINET

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President

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Chief of Staff, Office of the President

Christopher J. Davey
Interim Vice President for University
Communications

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President, The Ohio State University
Foundation

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Secretary of the Board of Trustees

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Senior Vice President for Business and
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Chancellor for Health Affairs

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Wolfe Foundation Endowed
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Grace Wang
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Innovation and Knowledge Enterprise

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Dean, College of Public Health

Thomas K. Gregoire
Dean, College of Social Work

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Success and Dean for Undergraduate
Education

Damon E. Jaggars
Vice Provost and
Dean of University Libraries

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Ohio State Mansfield

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Environmental Sciences

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Senior Vice President for Research

David B. Williams
Dean, College of Engineering

Karla Zadnik
Executive Dean for Health Sciences
Dean, College of Optometry

THE ACADEMIC COSTUME

The colorful ceremonies of The Ohio State University commencements derive from practices originating in the Middle Ages. When European universities were taking form in the 12th and 13th centuries, the scholars were usually clerics, and consequently they adopted costumes similar to those of their monastic orders. Cold halls and drafty buildings called for caps and floor-length capes with attached hoods, and the sobering influence of the church probably resulted in the staid character of the caps and gowns.

As control of the universities gradually passed from the church, some aspects

of the costumes took on brighter hues. Old prints and engravings, however, reveal a strong similarity between the regalia worn in early universities and that of the present day.

In light of our nation's English heritage, academic costume has been in use in the United States since colonial times. To establish a standard of uniformity in regard to the practice, an intercollegiate commission was formed to prepare a code for caps, gowns and hoods that has since been adopted by all academic institutions.

Originally round, the shape of the cap is now the familiar mortarboard square —

a shape that, according to ballad folklore, resembles a scholar's book. Legend also has it that the privilege of wearing a cap was the initial right of a freed Roman slave; the academic cap, therefore, has become a sign of the freedom of scholarship. The flowing gown has become symbolic of the democracy of scholarship, for it covers any dress that might indicate rank or social status. The hood, reserved at The Ohio State University for those receiving doctoral and master's degrees, not only indicates the type of degree, but also is lined with the official colors of the university.

The Gown

Bachelor: The bachelor gown is black, full cut with long pointed sleeves.

Master: The master gown is black, long or short sleeves, with an arc-shaped panel extended for each sleeve.

Doctor: The Ohio State University Doctor of Philosophy gown is scarlet with gray velvet panels on the front and three velvet bars on each sleeve. Other doctor gowns are black with velvet panels and bars, the color of which is distinctive of the field of study.

Honors Emblem

The Ohio State University honors emblem is a scarlet and gray tasseled braid worn over the gown. Students eligible for this curricular honor are those graduating *summa cum laude*, *magna cum laude*, *cum laude*, *with distinction* and *with honors*.

The Hood

Bachelor: Three feet long with a two-inch-wide velvet edging.*

Master: Three and one-half feet long with a three-inch-wide velvet edging.

Doctor: Four feet in length with a five-inch-wide velvet edging and panel at the sides.

The lining of all hoods, which is folded out, bears the official colors of the institution granting the degree. The color of the velvet indicates the field of study.

*Not usually worn by candidates for a degree.

Cap and Tassel

Candidates for degrees at The Ohio State University wear the black mortarboard with a tassel whose color is distinctive of the degree being received. The tassel colors are as follows:

Graduate School (PhD)	Gray
(Others).....	Black
College of Arts and Sciences	
BA.....	White
BA Journalism	Crimson
BAE, BFA.....	Brown
BM, BME.....	Pink
BS, BS Design, BS Atmos.Sci., BS Geog.Info.Sci. ...	White
Fisher College of Business	Drab
College of Dentistry.....	Lilac
College of Education and Human Ecology	
Education.....	Light Blue
Human Ecology.....	Maroon
College of Engineering.....	Orange
Knowlton School of Architecture	Blue-Violet
College of Food, Agricultural, and	
Environmental Sciences.....	Maize
School of Environment and	
Natural Resources.....	Blue-Green
Moritz College of Law	Purple
College of Medicine	Green
School of Health and Rehabilitation Sciences	Green
College of Nursing	Apricot
College of Optometry	Seafoam Green
College of Pharmacy.....	Olive Green
John Glenn College of Public Affairs.....	Peacock Blue
College of Public Health	Salmon
College of Social Work	Citron
College of Veterinary Medicine.....	Gray

The gold tassel is worn frequently by those holding the doctoral degree and by college and university administrative officers.



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.)

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- Abigail S. Wexner, *vice chair* (2023)
- 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)
- Elizabeth A. Harsh (2029)
- Reginald A. Wilkinson (2029)
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- Carly G. Sobol, *student trustee* (2022)
- James D. Klingbeil, *charter trustee* (2021)

Jessica A. Eveland, *secretary*

POMP, CIRCUMSTANCE, AND OTHER SONGS OF A LIFETIME

(continued from inside front cover)

I say, rather, the richness of us,
precious difference, the grand multiplicity
of selves that balance this globe
and enable it to spin true. Grandson
of peasant immigrants, I was given

the opportunity to earn a doctorate
in English literature from Ohio State—
because my family labored long nights
around the kitchen table trying to learn
this arduous English. I sat where

you're sitting twenty-six years ago.
Bob Dylan and Smokey Robinson got me
through. Yes, it took a prophet and Miracles!
My son earned an OSU Ph.D. in history.
Now you, graduates, are being honored—

by degrees. We've all come together
around the kitchen table of Ohio State.
Ohio, Round on the ends and high
in the middle. For the years to come
we'll sing together, Beautiful Ohio,

in dreams again I see, Visions of what
used to be. These psalms, sacred thoughts
of our tribes, 78's and 33's, tapes,
CD's—they take up space in shelves
of our skulls, our hearts. They remind us

we want a song beyond the run-
of-the-mill thrill, the moment throbbing
with pleasure or bathed in the blues.
We ache for something grander than
pure selfishness. Songs sung for one

alone are not true music. Arias shared
are music of the spheres, ways of saying
to another something from the soul.
Of course the Buckeye Battle Cry
is there. Drive, drive on down the field,

Men (and women!) of the Scarlet
and Gray. Well, you drove on down
the field, and you drove up and down
the streets, around and around
crowded lots, looking for a place to park,

and you searched our dark, ancient library
for a decent place to study. My wife,
Mary's, father marched in the first
"Script Ohio," in 1936. He's here today
with us, blowing his horn, I can't help

but feel, as is the sweet mother
I lost last year, the one who gave me
the stars. Today's music makes us think
of the debts we owe, and never can repay.
So many of us would not be here

were it not for the lullabies and songs
of dear parents, their parents, theirs.
Some are here today in the flesh.
Many are not. We mourn them with cadences
of our hearts. Think how many people

sang before us, gave us a name, a voice,
taught us the right words. We must
cherish them by remembering every song.
When we sing to others, we honor
our fathers and mothers, thank them

for this day of profound scarlet and gray
pomp and circumstance. O, come
let's sing Ohio's praise, And songs
to Alma Mater raise. Alma mater.
Ohio State is our sweet, nurturing mother.

We came of age here, with her help.
Well, Mother, we love you, but, like,
it's time we moved out, got a place
of our own. You're standing there,
Mom, gray hair, eyes scarlet

from crying. We won't forget you.
Now, even though this ceremony
means we're being weaned, taken off
the nipple, let's take care to cherish her
all our days. Let's remember

the words to the songs she taught us,
and pass them on. We'll remember
always, Graduation Day, Summer's heat,
and winter's cold. The seasons pass,
the years will roll, Time and change

will surely show How firm thy friendship,
O-hi-O. We call that little number
Carmen Ohio. Carmen means song
in Latin. You've worked hard; she
is your reward; today is your reward.

You're filled to overflowing with
the notes, the poems we've written
together. You know the score.
Continue to work hard for yourselves,
and one another. Find the ones who need

you to sing to, for them, in the world.
Graduates, this joyful litany, this hymn
our ancestors collaborated on with us,
the calling of your name today is music
to our ears. Sing that name proudly

all your days, as if your life depended
on it. It does, you know. It has been
an honor for me to speak—and sing—
to you today. Thank you, graduates,
and, again, Congratulations.

APPENDIX XXXIV

	<u>Amount Establishing Endowment*</u>	<u>Total Commitment</u>
<u>Change in Description of Named Endowed Fund (University)</u>		
The Ronald and Susan Vicek Endowed Chemical Engineering Scholarship Fund		
<u>Establishment of Named Endowed Chair (Foundation)</u>		
The Virginia Hutchinson Bazler and Frank E. Bazler Chair in Food Science Established November 19, 2020, with estate gifts from Virginia Hutchison Bazler (BS 1954) and Frank E. Bazler (BS 1951, JD 1953); used to support a chair position in an area of food science and technology with preference given to food safety. The use of the fund may include, but is not limited to, salary support, graduate student support, and research projects.	\$3,500,000.00	\$3,500,000.00
Dr. and Mrs. Julian B. Woelfel Chair in Dentistry Established November 19, 2020, with an estate gift from Dr. Julian B. Woelfel (DDS 1948) and Marcile B. Woelfel; used to support a distinguished professor in Prosthodontic and Restorative Dentistry in the College of Dentistry and, more specifically, the funds may be used to: retain and recruit a talented faculty member; support that faculty member's prosthodontic research; and/or support residents involved in the research of the chair holder.	\$1,592,216.20	\$1,592,216.20
<u>Establishment of Named Endowed Fund (Foundation)</u>		
Clara Derber Bloomfield Research Endowed Fund Established November 19, 2020, with a gift from Dr. Albert de la Chapelle; used to provide research support to senior cancer researchers in the area of acute leukemia at The Ohio State University Comprehensive Cancer Center – Arthur G. James Cancer Hospital and Richard J. Solove Research Institute (OSUCCC) at the discretion of the director of the OSUCCC, with input from the highest ranking official in the Division of Hematology. Should the need for research dollars cease to exist for acute leukemia, the funds may be applied to lymphoma research (first preference), then to other hematological malignancies at the discretion of the director of the OSUCCC.	\$2,000,000.00	\$2,000,000.00
Benfield Scholarship Endowment Fund Established November 19, 2020, with gifts from Dr. David A. Benfield and Melnee B. Benfield; used to provide one or more scholarships to undergraduate students who are enrolled in the College of Food, Agricultural, and Environmental Sciences attending any University campus. Candidates must be at ranked as a sophomore or higher and participating or planning to participate in a research project on the college's Wooster campus. Preference shall be given to recipients with a minimum cumulative 3.0 grade point average. Further preference shall be given to recipients assigned to research projects that are likely to produce publishable results. If no students meet the selection criteria, the scholarship(s) will be open to all students ranked sophomore or higher who are enrolled in the college.	\$150,000.00	\$150,000.00

November 18-19, 2020, Board of Trustees Meetings

<p>Dr. Samira Kanaan Beckwith Scholarship Fund Established November 19, 2020, with gifts from Dr. Samira Kanaan Beckwith (BA 1974, MSW 1977); used to provide one or more scholarship(s) to first-generation college students. It is the donor's desire that special consideration be given to students who are United States citizens or permanent residents who lived outside of the country as a child. If no students meet the selection criteria, the scholarship(s) will be open to all students.</p>	<p>\$100,000.00</p>	<p>\$100,000.00</p>
<p>Dr. Joel Goodnough and Family Scholarship Fund in Medicine Established November 19, 2020, with gifts from Dr. Joel Evan Goodnough and Brenda Riegel Goodnough; used to provide one or more scholarship(s) to students who are enrolled in the College of Medicine and have graduated from high schools in one of the following Ohio counties: Athens, Belmont, Brown, Carroll, Clermont, Columbiana, Coshocton, Gallia, Guernsey, Harrison, Highland, Hocking, Holmes, Jackson, Jefferson, Lawrence, Mahoning, Meigs, Monroe, Morgan, Muskingum, Noble, Perry, Pike, Ross, Scioto, Trumbull, Tuscarawas, Vinton, or Washington. Candidates must demonstrate financial need and have an interest in practicing in a rural setting. It is the donors' 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>	<p>\$100,000.00</p>	<p>\$100,000.00</p>
<p>The Robert D. and Linda D. Klingensmith Scholarship Fund Established November 19, 2020, with gifts from friends, family, and colleagues of Dr. Robert D. Klingensmith and Linda D. Klingensmith; used to provide one or more scholarships to students who are attending The Ohio State University at Newark.</p>	<p>\$100,000.00</p>	<p>\$100,000.00</p>
<p>The Harriet and Philip Miller Scholarship Fund Established November 19, 2020, with gifts from the Philip Miller Charitable Donor Fund of the TIAA Charitable Giving Fund as recommended by Philip Irwin Miller (BA 1972); used to provide one or more scholarship(s) to first-generation college undergraduate students who are attending the Columbus campus and have graduated from a high school in the state of Ohio. Candidates must be Pell-eligible and show academic merit. It is the donor's preference that students who are participating in any majors within the Department of Comparative Studies be ineligible for this scholarship. If no students meet the selection criteria, the scholarship(s) will be open to all undergraduate students who demonstrate financial need and academic merit and have graduated from a high school in the state of Ohio.</p>	<p>\$100,000.00</p>	<p>\$100,000.00</p>
<p>Christopher and Fermina Phillips Family Endowed Fund Established November 19, 2020, with gifts from Christopher W. Phillips (BS 1997) and Fermina Sales-Phillips; used to provide one or more scholarship(s) to first-generation college students who are interested in studying tech-related fields and/or business. Candidates must be enrolled in the Columbus campus, demonstrate severe financial need, and have received a minimum 3.5 grade point average, on a 4.0 scale, (or equivalent) in high school. The donors desire that when awarding this scholarship special consideration be given for students who have experience living or working in diverse environments. If no students meet the selection criteria, the scholarship(s) will be open to all first-generation college students.</p>	<p>\$100,000.00</p>	<p>\$100,000.00</p>

November 18-19, 2020, Board of Trustees Meetings

<p>The Joan Wallick Endowed Fund for Electrophysiology Fellowship Support Established November 19, 2020, with gifts from Joan P. Wallick and James L. Wasserstrom (BFA 1982); used to support educational programs and provide educational experiences for cardiology fellows specializing in electrophysiology including, but not limited to, participation in research and conferences.</p>	\$100,000.00	\$100,000.00
<p>The Willke Family Endowed Fund for Health Economics Established November 19, 2020, with grants from the Willke Family Fund of Fidelity Charitable as recommended by Dr. Richard J. Willke (BS 1976) and Brenda L. Willke (MS 1983) and matching gifts from the Pfizer Foundation; used to provide discretionary support for work in health economics by faculty and/or students in the Department of Economics. Expenses may include, but are not limited to, support for undergraduate or graduate students, lectures or conferences, research funds, travel awards or other needs which advance the teaching and research in the health economics program.</p>	\$68,200.00	\$68,200.00
<p>Marilyn B. and Roger A. Friedman MD Student Endowed Scholarship Fund Established November 19, 2020, with gifts from Roger A. Friedman and Marilyn B. Friedman; used to provide a financial need-based scholarship to a medical student enrolled in the College of Medicine with preference given to residents of Ohio. The required funding level for a restricted endowment has been reached. Effective November 19, 2020, the fund name and description shall be revised.</p>	\$50,100.00	\$50,100.00
<p>Dr. David C. DeMartini Undergraduate Research Endowed Fund in Physics Established November 19, 2020, w with gifts from the David C. DeMartini Foundation; used to provide summer research support to undergraduate students studying in the Department of Physics, College of Arts and Sciences. If no students meet the selection criteria, the distribution may support any students studying in the Department of Physics.</p>	\$50,000.00	\$50,000.00
<p><u>Change in Name and Description of Named Endowed Fund (Foundation)</u></p>		
<p>From: Career Management Endowment Fund To: The Bartels Family Endowment Fund for Career Success</p>		
<p><u>Change in Description of Named Endowed Fund (Foundation)</u></p>		
<p>Carter V. Findley Professorship in Ottoman and Turkish History</p>		
<p>Physical Therapy Service Learning/Global Health Outreach Endowment Fund</p>		
<p><u>Closure of Named Endowed Fund (Foundation)</u></p>		
<p>The Dr. Harry F. and Eltha J. Bartels Veterinary Practice Management Fund</p>		
<p>Benjamin and Cleo Toombs Medical Scholarship Fund</p>		
Total	\$8,010,516.20	

*Amounts establishing endowments as of September 30, 2020.

The Ronald and Susan Vlcek Endowed Chemical Engineering Scholarship Fund

The Board of Trustees of The Ohio State University established The Ronald (BSCHE 1979) and Susan (BS 1980) Vlcek Endowed Chemical Engineering Scholarship Fund effective August 27, 2020, with gifts from Ronald Vlcek and matching gifts from ExxonMobil. Effective November 19, 2020, the fund description shall be revised.

The annual distribution from this fund provides one or more scholarships to undergraduate students who are enrolled in the Department of Chemical and Biomolecular Engineering in the College of Engineering and have demonstrated financial need. Scholarship recipients shall be selected by the department's scholarship committee, in consultation with the college and Student Financial Aid.

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

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 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 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 donor. Modifications to endowed funds shall be approved by the University's Board of Trustees in accordance with the policies of the University.

The Virginia Hutchinson Bazler and Frank E. Bazler Chair in Food 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 Virginia Hutchinson Bazler and Frank E. Bazler Chair in Food Science effective November 19, 2020, with estate gifts from Virginia Hutchinson Bazler (BS 1954) and Frank E. Bazler (BS 1951, JD 1953).

The annual distribution from this fund shall support a chair position in an area of food science and technology with preference given to food safety. The use of the fund may include, but is not limited to, salary support, graduate student support, and research projects. Appointment to the chair for each five-year term will be recommended by the dean of the College of Food, Agricultural, and Environmental Sciences, in consultation with the chair of Food Science and Technology, to the executive vice president and provost. Appointment to the position shall be approved by the University's Board of Trustees. The chair holder may be reappointed to another term following favorable assessment of his/her academic and research performance, and accomplishments. The chair holder shall be appointed and reviewed in accordance with the then current guidelines and procedures for faculty appointment.

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. 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.

Dr. and Mrs. Julian B. Woelfel Chair in Dentistry

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. and Mrs. Julian B. Woelfel Chair in Dentistry effective November 19, 2020, with an estate gift from Dr. Julian B. Woelfel (DDS 1948) and Marcile B. Woelfel.

The annual distribution from this fund shall be used to support a distinguished professor in Prosthodontic and Restorative Dentistry in the College of Dentistry and, more specifically, the funds may be used to: retain and recruit a talented faculty member; support that faculty member's prosthodontic research; and/or support residents involved in the research of the chair holder. The position holder shall be appointed and reviewed in accordance with the then current guidelines and procedures for faculty appointment.

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 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. 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 Dentistry 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.

Clara Derber Bloomfield Research 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 Clara Derber Bloomfield Research Endowed Fund effective November 19, 2020, with a gift from Dr. Albert de la Chapelle in memory of Clara Derber Bloomfield.

The annual distribution from this fund provides research support to senior cancer researchers in the area of acute leukemia at The Ohio State University Comprehensive Cancer Center – Arthur G. James Cancer Hospital and Richard J. Solove Research Institute (OSUCCC) at the discretion of the director of the OSUCCC, with input from the highest ranking official in the Division of Hematology. Should the need for research dollars cease to exist for acute leukemia, the funds may be applied to lymphoma research (first preference), then to other hematological malignancies at the discretion of the director of the OSUCCC. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the OSUCCC.

The highest ranking official(s) in the OSUCCC or his/her/their designee(s) 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(s) in the OSUCCC or his/her/their designee(s) 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.

Benfield Scholarship Endowment Fund

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Benfield Scholarship Endowment Fund effective November 19, 2020, with gifts from Dr. David A. Benfield and Melnee B. Benfield.

This endowed scholarship, as well as the endowed scholarship at South Dakota State University, are reflections of Dr. Benfield's successful research throughout his professional career at both universities. Dr. Benfield has a distinguished 30 years in research related to viral diseases of food animals. In 1990, he was the co-discoverer of the cause of "mystery swine disease" or porcine reproductive and respiratory syndrome virus, one of the most economically important diseases of swine in the world.

The annual distribution from this fund provides one or more scholarships to undergraduate students who are enrolled in the College of Food, Agricultural, and Environmental Sciences attending any University campus. Candidates must be at ranked as a sophomore or higher and participating or planning to participate in a research project on the college's Wooster campus. Preference shall be given to recipients with a minimum cumulative 3.0 grade point average. Further preference shall be given to recipients assigned to research projects that are likely to produce publishable results. If no students meet the selection criteria, the scholarship(s) will be open to all students ranked sophomore or higher who are 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 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.

Dr. Samira Kanaan Beckwith 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. Samira Kanaan Beckwith Scholarship Fund effective November 19, 2020, with gifts from Dr. Samira Kanaan Beckwith (BA 1974, MSW 1977).

The annual distribution from this fund provides one or more scholarship(s) to first-generation college students. It is the donor's desire that special consideration be given to students who are United States citizens or permanent residents who lived outside of the country as a child. If no students meet the selection criteria, the scholarship(s) will be open to all students. Scholarship(s) are renewable as long as candidates remain in good standing with the University. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by Student Financial Aid

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

The highest ranking official in Student Financial Aid or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

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

It is the desire of 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 Student Financial Aid 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. Joel Goodnough and Family Scholarship Fund in Medicine

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Dr. Joel Goodnough and Family Scholarship Fund in Medicine effective November 19, 2020, with gifts from Dr. Joel Evan Goodnough and Brenda Riegel Goodnough.

The annual distribution from this fund provides one or more scholarship(s) to students who are enrolled in the College of Medicine and have graduated from high schools in one of the following Ohio counties: Athens, Belmont, Brown, Carroll, Clermont, Columbiana, Coshocton, Gallia, Guernsey, Harrison, Highland, Hocking, Holmes, Jackson, Jefferson, Lawrence, Mahoning, Meigs, Monroe, Morgan, Muskingum, Noble, Perry, Pike, Ross, Scioto, Trumbull, Tuscarawas, Vinton, or Washington. Candidates must demonstrate financial need and have an interest in practicing in a rural setting. It is the donors' 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 at any time the gifted principal balance reaches the then current minimum required for a fellowship, the fund shall be revised and the annual distribution will support a fellowship(s) to students who are enrolled in the College of Medicine and graduated from high schools in one of the following Ohio counties: Athens, Belmont, Brown, Carroll, Clermont, Columbiana, Coshocton, Gallia, Guernsey, Harrison, Highland, Hocking, Holmes, Jackson, Jefferson, Lawrence, Mahoning, Meigs, Monroe, Morgan, Muskingum, Noble, Perry, Pike, Ross, Scioto, Trumbull, Tuscarawas, Vinton, or Washington. Candidates must demonstrate financial need and have an interest in practicing in a rural setting. It is the donors' 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 of Medicine, 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 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.

The Robert D. and Linda D. Klingensmith 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 Robert D. and Linda D. Klingensmith Scholarship Fund effective November 19, 2020, with gifts from friends, family, and colleagues of Dr. Robert D. Klingensmith and Linda D. Klingensmith.

The annual distribution from this fund provides one or more scholarships to students who are attending The Ohio State University at Newark. 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 Newark campus, 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 of The Ohio State University at Newark 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 of The Ohio State University at Newark 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 Harriet and Philip Miller 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 Harriet and Philip Miller Scholarship Fund effective November 19, 2020, with gifts from the Philip Miller Charitable Donor Fund of the TIAA Charitable Giving Fund as recommended by Philip Irwin Miller (BA 1972).

The annual distribution from this fund provides one or more scholarship(s) to first-generation college undergraduate students who are attending the Columbus campus and have graduated from a high school in the state of Ohio. Candidates must be Pell-eligible and show academic merit. It is the donor's preference that students who are participating in any majors within the Department of Comparative Studies be ineligible for this scholarship. Scholarship(s) are renewable for up to three years as long as recipient(s) remain in good academic standing and maintain satisfactory progress towards a degree. If no students meet the selection criteria, the scholarship(s) will be open to all undergraduate students who demonstrate financial need and academic merit and have graduated from a high school in the state of Ohio. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by Student Financial Aid.

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

The highest ranking official in the 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 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 Student Financial Aid 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.

Christopher and Fermina Phillips Family 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 Christopher and Fermina Phillips Family Endowed Fund effective November 19, 2020, with gifts from Christopher W. Phillips (BS 1997) and Fermina Sales-Phillips.

The annual distribution from this fund provides one or more scholarship(s) to first-generation college students who are interested in studying tech-related fields and/or business. Candidates must be enrolled in the Columbus campus, demonstrate severe financial need, and have received a minimum 3.5 grade point average, on a 4.0 scale, (or equivalent) in high school. The donors desire that when awarding this scholarship special consideration be given for students who have experience living or working in diverse environments. Scholarship(s) are renewable as long as recipients maintain a minimum 3.0 grade point average and remain in good standing with the University. If no students meet the selection criteria, the scholarship(s) will be open to all first-generation college students. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by Student Financial Aid.

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

The highest ranking official in Student Financial Aid or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

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

It is the desire of 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 Student Financial Aid 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 Joan Wallick Endowed Fund for Electrophysiology Fellowship Support

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 Joan Wallick Endowed Fund for Electrophysiology Fellowship Support effective November 19, 2020, with gifts from Joan P. Wallick and James L. Wasserstrom (BFA 1982).

The annual distribution from this fund supports educational programs and provides educational experiences for cardiology fellows specializing in electrophysiology including, but not limited to, participation in research and conferences. 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 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.

The Willke Family Endowed Fund for Health Economics

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 Willke Family Endowed Fund for Health Economics effective November 19, 2020, with grants from the Willke Family Fund of Fidelity Charitable as recommended by Dr. Richard J. Willke (BS 1976) and Brenda L. Willke (MS 1983) and matching gifts from the Pfizer Foundation.

The annual distribution from this fund provides discretionary support for work in health economics by faculty and/or students in the Department of Economics. Expenses may include, but are not limited to, support for undergraduate or graduate students, lectures or conferences, research funds, travel awards or other needs which advance the teaching and research in the health economics program. Expenditures shall be recommended by the health economics faculty to the highest ranking official in the department or his/her designee and shall be approved in accordance with the then current guidelines and procedures established by the College of Arts and Sciences. Recipients of student support shall be recommended by the highest ranking official in the department or his/her designee. Recipients, the number of recipients, and amount of support 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.

This fund may be revised in the future if the gifted endowment principal reaches the minimum funding level required at that date for a chair, professorship, or fellowship.

The highest ranking official in the College of Arts and Sciences or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Arts and Sciences or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Marilyn B. and Roger A. Friedman MD Student Endowed Scholarship Fund

The Marilyn B. and Roger A. Friedman MD Endowment Fund was established January 29, 2016, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Roger A. Friedman and Marilyn B. Friedman. Effective November 19, 2020, the fund name and description shall be revised.

The annual distribution from this fund provides a financial need-based scholarship to a medical student enrolled in the College of Medicine with preference given to residents of Ohio. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the college, in consultation with Student Financial Aid.

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

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be 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 highest ranking official in the College of Medicine or his/her designee.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the highest ranking official in 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. David C. DeMartini Undergraduate Research Endowed Fund in Physics

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. David C. DeMartini (PhD 1969) Undergraduate Research Endowed Fund in Physics effective November 19, 2020, with gifts from the David C. DeMartini Foundation.

The annual distribution from this fund provides summer research support to undergraduate students studying in the Department of Physics, College of Arts and Sciences. If no students meet the selection criteria, the distribution may support any students studying in the Department of Physics. Recipients, the number of recipients, and amount of each grant shall be determined in accordance with the then current guidelines and procedures established by the college, in consultation with Student Financial Aid.

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

The highest ranking official in the College of 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.

Carter V. Findley Professorship in Ottoman and Turkish History

The Professorship Fund in Ottoman and Turkish History was established April 3, 2009, 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 an anonymous donor. The description was revised September 18, 2009. Effective April 7, 2017, the fund name and description were revised and the position was established. Effective November 19, 2021, the fund description shall be further revised.

The purpose of this endowment is to support in perpetuity the study of Ottoman and modern Turkish history, a field taught and studied at The Ohio State University since the 1930s, and to enhance the national and international competitiveness and distinction of the University in this field.

The donor intends more specifically to establish an endowment of \$1,000,000, in keeping with the currently established 2006 endowment levels, to create the named professorship in Ottoman and modern Turkish history. The donor reserves the right to rename and/or revise the fund during his lifetime or by his will.

The annual distribution shall be used to support a named professorship position in Ottoman and Turkish History. Appointees to this position shall be distinguished scholar-teachers known for their positive interest in Turkish history and culture, their high standing in the international community of scholars in the field, their expertise in the history of the Turkish republic as well as of the Ottoman Empire, their broad linguistic command of the Ottoman and modern Turkish language of different periods, and the originality and impact of their historical scholarship. Holders of the professorship shall be appointed after a rigorous international search, so conducted as to choose the best candidates without limitation as to period or subfield of Ottoman history, and on the recommendation of the chairperson of the Department of History.

In keeping with the stated purpose of this endowed fund, if the fund grows or if the principal can be increased sufficiently over time, the form in which the fund supports the field may be revised, up to and including the creation of an endowed chair at the 2006 endowment funding levels, and during the donor's lifetime any such change shall be made at his initiative or with his consent.

If in any year the income of the fund is not fully used to support the stated purpose of the endowment, any such unused income will be reinvested to 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 this fund should benefit the University in perpetuity.

The need for the fund shall not be deemed to have ceased to exist until it becomes impossible to use the distribution of the fund to support Ottoman and Turkish studies in any way whatsoever at this University.

If in the future the income of the fund so diminishes that it is impossible to use the income from the fund to support Ottoman and Turkish studies at this University in any way whatsoever, then another use shall be designated by the Board of Trustees and Foundation Board as recommended by the executive dean of the College of Arts and Sciences or his/her designee, in consultation with the chairperson of the Department of History. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donor as possible.

Physical Therapy Service Learning/Global Health Outreach Endowment Fund

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Physical Therapy Service Learning/Global Health Outreach Endowment Fund effective November 16, 2018, with gifts from friends of the Division of Physical Therapy. Effective November 19, 2020, the fund description shall be revised.

The annual distribution from this fund shall be used to support the participation of doctorate physical therapy students in global health outreach programs to underserved populations, mainly outside of United States, when part of the Doctorate of Physical Therapy program: required service learning course, practicum, or clinical education.

To be eligible, students must be enrolled and in good standing with the Division of Physical Therapy. Students practicing with underserved communities in the United States may be considered only if international territories are no longer part of the Division of Physical Therapy program. Selection of students shall be recommended by the director of the Division of Physical Therapy, in conjunction with lead global health course faculty member. Recipients, the number of recipients, and amounts shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the College of Medicine, in consultation with Student Financial Aid.

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. Reinvestment may be done, in consultation with the director of the Division of Physical Therapy or his/her designee.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. 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 such purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of the fund. The University and the Foundation shall consult the highest ranking official in the College of Medicine or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Bartels Family Endowment Fund for Career Success

The Career Services Endowment Fund was established November 7, 2014, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Dr. Donald F. Bartels (DVM 1958), Dr. Harry F. Bartels (DVM 1954) and Eltha J. Bartels. The name of the College of Veterinary Medicine, Office of Career Services changed to the Office of Career Management. The fund name and description were revised on June 5, 2015, to reflect the new office name. Effective November 19, 2020, the fund name and description shall be further revised, as gifts will be transferred from The Dr. Harry F. and Eltha J. Bartels Veterinary Practice Management Fund.

The annual distribution from this fund supports professional programs in the College of Veterinary Medicine focused on, but not limited to: 1) professional identity development, 2) skills for career longevity, 3) knowledge for personal and financial success, and 4) areas of practice management. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the college, in consultation with the highest ranking official responsible for college's professional programs and in collaboration with leadership of the college's Office of Career Management.

The highest ranking official in the College of Veterinary Medicine or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund become unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Veterinary Medicine or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Dr. Harry F. and Eltha J. Bartels Veterinary Practice Management Fund

The Dr. Harry F. Bartels Veterinary Practice Management Fund was established March 7, 1997, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Dr. Harry F. (D.V.M., 1954) and Eltha J. Bartels. The name and description were revised on November 7, 2003. Effective November 19, 2020, this fund shall be closed and the gifts shall be transferred to The Bartels Endowment Fund for Career Success.

Benjamin and Cleo Toombs Medical Scholarship Fund

The Cleo and Ella Toombs Medical Scholarship Fund was established March 2, 2007, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Dr. Ella Louise Toombs (MD 1981) of Washington, D.C. Effective September 2, 2016, the fund name was revised to the Benjamin and Cleo Toombs Medical Scholarship Fund. Effective February 22, 2019, the fund description was revised. Effective May 31, 2019, the fund description was further revised. In funding this endowment, it is the desire of Dr. Toombs to increase the number of African American male physicians. Effective November 19, 2020, this fund shall be closed and the gifts from Dr. Toombs shall be transferred to The University of Chicago.

APPENDIX XXXV

Project Data Sheet for Board of Trustees Approval

Cannon Drive Relocation – Phase 2

OSU-180069 (CNI# 13000046, 18000174, 19000122)

Project Location: Cannon Drive between John Herrick Drive and Woody Hayes Drive

- **approval requested and amount**

increase professional services	\$2.2M
construction	\$46.4M
- **project budget**

professional services	\$8.8M
construction w/contingency	\$46.4M
OSEP/ENGIE scope	\$1.7M
total project cost	\$56.9M

- **project funding**
 - university debt
 - fundraising
 - university funds
 - auxiliary funds
 - state funds
 - partner funds (OSEP/ENGIE)

- **project schedule**

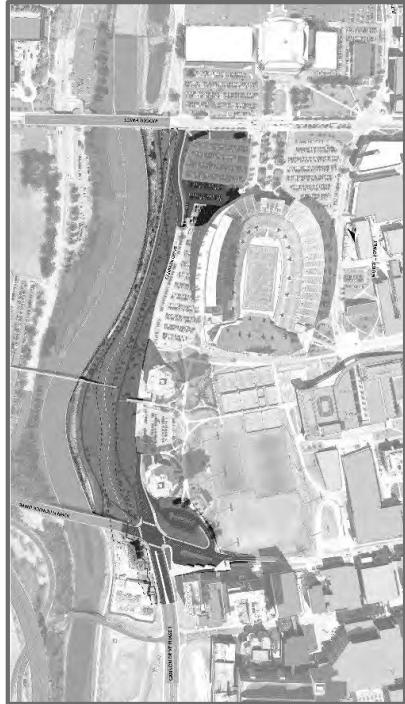
BoT professional services approval	8/17
design	10/17 – 4/23
BoT construction approval	11/20
construction	5/23 – 12/24

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

- **planning framework**
 - this project was included in the FY 2018, FY 2019, and FY 2020 Capital Investment Plans
 - extended time for design required due to levee permitting requirements, which includes coordination with local, state, and federal agencies as well insurance reviews

- **project scope**
 - rebuild Cannon Drive between John Herrick Drive and Woody Hayes Drive at its current elevation and construct a certified ODNR flood protection levee
 - straighten the northern end of Cannon by eliminating the S-curve and creating a new signalized intersection at the east end of the river bridge
 - construct a bus pull off at the southeast corner of Herrick and Cannon Drives for the new hospital tower
 - project scope also includes the continued expansion of the river park

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



- **project team**

University project manager:	Tom Ekegren
AE/design architect:	EMHT, Inc.
CM at Risk:	Igel/Ruhlin (joint venture)

Project Data Sheet for Board of Trustees Approval

Ross – OPR/OR Expansion

OSU-210113 (CNI# 20000155)

Project Location: Ross Heart Hospital

- **approval requested and amount**

professional services	\$1.0M
construction w/contingency	\$8.7M

- **project budget**

professional services	\$1.0M
construction w/contingency	\$8.7M
total project budget	\$9.7M

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



- **project schedule**

BoT prof serv/con approval	11/20
design	11/20 – 11/21
construction	09/21 – 10/22
facility opening	11/22

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

- **planning framework**
 - this project is included in the FY 2021 Capital Investment Plan
 - a study was completed in October 2019

- **project scope**
 - the project will provide an eighth operating room and expand the pre-op/outpatient recovery from six to ten bays
 - the new operating room will be a hybrid OR and will be adjacent to the existing ORs
 - the project will move the 4th floor staff lounge and locker room to the 5th floor to accommodate the additional bays for the outpatient recovery

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

-
- **project team**
 - University project manager: Lance Timmons
 - AE/design architect:
 - CM at Risk:

Project Data Sheet for Board of Trustees Approval

Energy Advancement and Innovation Center

OSU-180355-1 (CNI# 18000020, 19000128)

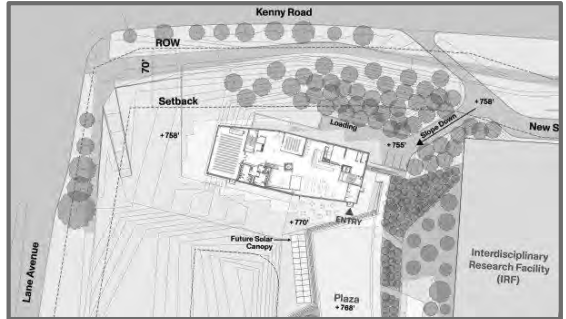
Project Location: 2281 Kenny Road – West Campus

- **approval requested and amount**

construction	\$31.5M
--------------	---------

 - **project budget**

professional services	\$5.2M
construction w/contingency	\$31.5M
total project budget	\$36.7M



- **project funding**

 - university debt
 - fundraising
 - university funds
 - auxiliary funds
 - state funds
 - partner funds (OSEP/ENGIE)

- **project schedule**

BoT professional services approval	2/19
design	9/19 – 3/21
BoT construction approval	11/20
construction	6/21 – 3/23
facility opening	5/23

- **project delivery method**

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

- **planning framework**

 - o the facility is a cornerstone of the public/private partnership with Ohio State Energy Partners (OSEP)
 - o the long-term lease and concession agreement between the university and OSEP included \$50M for the development of the Energy Advancement and Innovation Center to serve as an experimental hub for energy research and technology incubation
 - o of the \$50M funding commitment: \$38.5M of the funding is for design and construction; \$7.5M is for seed money for initial project programming; \$4M of the funding is for building operations
 - o this project is included in the FY 2019 and FY 2020 Capital Investment Plans

- **project scope**

 - o the 52,684 gsf Energy Advancement and Innovation Center will be delivered in conjunction with the Interdisciplinary Research Facility to ensure consistent design and site construction
 - o the building is centered around finding innovative solutions for energy reduction and will develop, demonstrate, and deploy innovations in sustainable building design and performance
 - o the project will include the installation of a direct current (DC) microgrid with future plans to install photovoltaics/solar panels on the roof
 - o approximately 14,000 gsf will be dedicated lab space, 14,000 gsf will be collaborative learning and gathering space, 1,000 gsf will be smaller focused workspace, and 3,000 gsf will be shelled for program expansion
 - o the facility will include a 210-seat seminar room and a 96-seat cafe will serve the Innovation and Research Buildings

- **approval requested**

 - o approval is requested to enter into construction contracts

- **project team**

University Project Manager:	Brendan Flaherty
AE/Design Architect:	Moody Nolan/Smith Miller Hawkinson
CM at Risk:	Whiting Turner/Corna Kokosing

Project Data Sheet for Board of Trustees Approval

WMC Outpatient Care West Campus

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

Project Location: *Kenny Road and Carmack Road*

- **approval requested and amount**
increase construction \$164.2

- **project budget**

professional services	\$27.9M
construction w/contingency	\$318.4M
ENGIE scope	\$2.2M
total project budget	\$348.5M



- **project funding**
 university debt
 fundraising
 university funds
 auxiliary funds (health system)
 state funds
 partner funds (Nationwide Children's Hospital & OSEP/ENGIE funds)

- **project schedule**

BoT professional services approval	11/18
design/bidding	12/18 – 7/20
BoT construction approval – garage	11/19
BoT construction approval – amb/proton	2/20
construction	5/20 – 12/22
facility opening – garage/ambulatory	4/23
facility opening – proton	6/23

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

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

- **project scope**
 - the project will construct a 385,000 square foot cancer-focused ambulatory facility, including a 65,000 square foot proton therapy center
 - the proton therapy treatment facility in partnership with Nationwide Children's Hospital, is the first of its kind in central Ohio that will focus on leading edge cancer treatments and research in flash technology. The \$105M proton therapy facility will receive 50% partner funding from Nationwide Children's.
 - facility will include outpatient operating rooms, interventional radiology rooms, extended recovery unit, pre-anesthesia center, diagnostic imaging center, retail pharmacy, hematology clinic, genitourinary (GU) clinic, infusion and medical office and support spaces
 - the project will also include a 640-space parking garage

-
- **project team**

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

Project Data Sheet for Board of Trustees Approval

WMC Outpatient Care West Campus

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

Project Location: Kenny Road and Carmack Road

- **approval requested**
 - approval is requested to increase construction contracts

-
- **project team**

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

APPENDIX XXXVI

AUTHORIZATION FOR INCREASE TO WOSU FINAL IMPROVEMENTS 14TH AVENUE AND PEARL STREET COLUMBUS, OHIO BOARD BACKGROUND

Background

The Ohio State University, on behalf of its WOSU Public Media (WOSU), seeks authorization to fund final improvements through its lease with Redstone Realty Company, LLC (Redstone) for development of a new building being constructed at the corner of 14th Avenue and Pearl Street.

Project Summary

Board Resolution 2019-64 authorized a lease for the development of a four-story single occupancy building to house new production and broadcast studios for WOSU. Pursuant to that resolution The Ohio State University, on behalf of WOSU, entered into a lease dated May 28, 2019, with Redstone, a wholly owned subsidiary of Campus Partners for Urban Community Redevelopment (Campus Partners). The lease terms were capped in the resolution at \$29,000,000 based upon preliminary project estimates.

Through the design and construction process and taking into account both savings as well as additions to the project budget, WOSU has determined that an additional \$3,500,000 is required to complete the project, so as to include: increased labor costs, site conditions, specialized construction assemblies unique to broadcast and production environments, selected technology and other improvements.

The funds necessary to meet the University's obligations under the lease are being provided through WOSU. This resolution is to authorize funding of the lease in alignment with final project values.

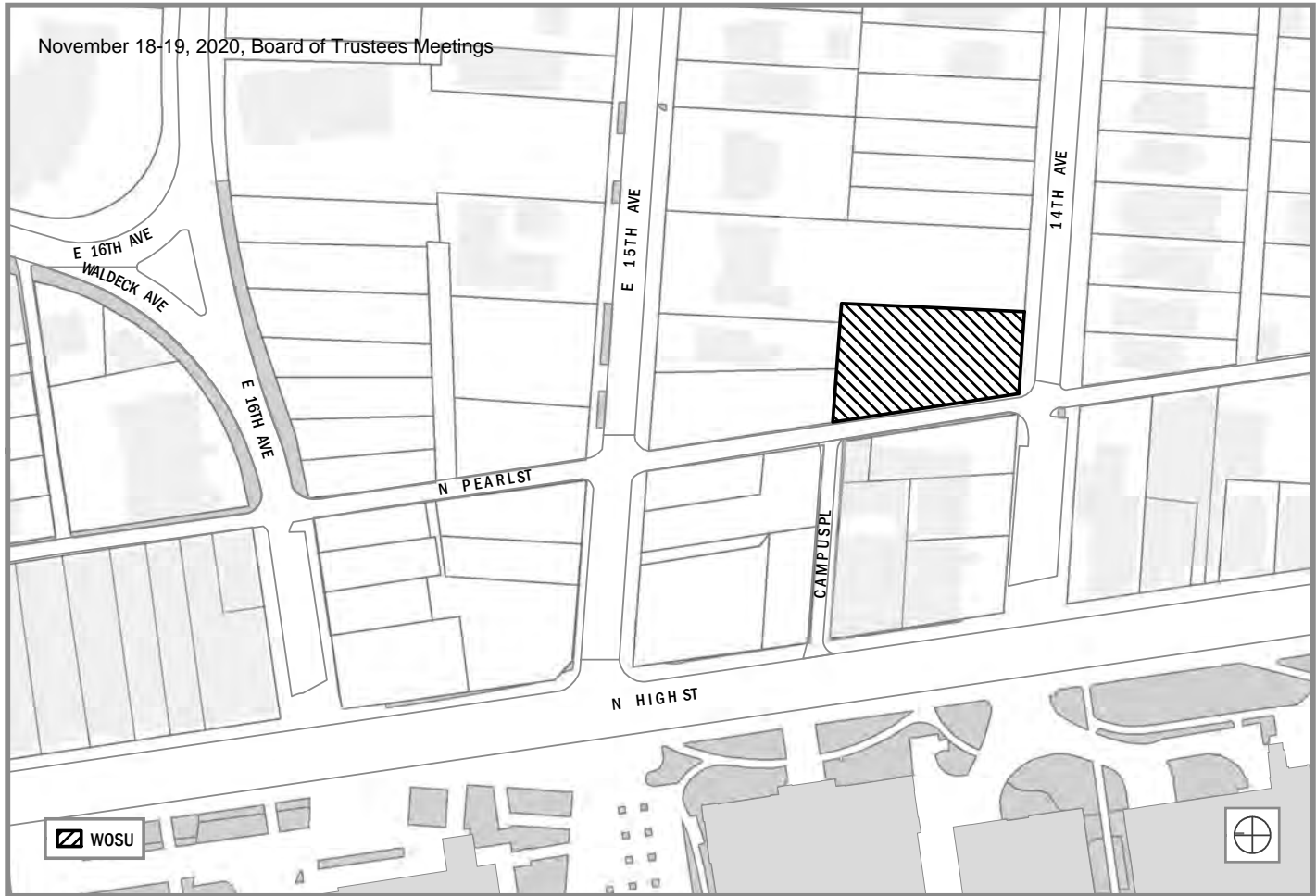
Location, and Description of Proposed Project

The subject development is an approximately 52,000 square foot, 4-story building to be located at the northeast corner of 14th Avenue and Pearl Street and is a component part of the overall 15th + High development.

Authorization Requested

Authorization is requested to approve funding through the lease in an amount not to exceed \$32,500,000, upon such terms and conditions that are deemed to be in the best interest of the University.

November 18-19, 2020, Board of Trustees Meetings



APPENDIX XXXVII

APPROVAL FOR ACQUISITION OF REAL PROPERTY 75 W 11TH AVENUE, COLUMBUS IN FRANKLIN COUNTY, OHIO BOARD BACKGROUND

Background

The Ohio State University seeks to acquire from Hays & Hucek, Inc. (Seller) approximately 0.06 acres of land located at 75 W 11th Avenue, Columbus, Ohio to support the University Framework Plan and development along this corridor. This tract is the last piece of property on West 11th Avenue that Ohio State does not own.

Location and Description

The affected property is located at 75 W 11th Avenue near Highland, between High Street and Neil Avenue. The improvements were constructed in 1900 and were last renovated in 1965. They contain approximately 1,772 sf and have been used as a restaurant.

Property History

The property is titled to Hays & Hucek, Inc. and will be acquired in the name of the State of Ohio. Acquisition will require approval of the State Controlling Board. The Seller will continue to operate the restaurant located on the Property under a lease with OSU through May 2021. The Seller will be responsible for all operating expenses associated with the business during the tenancy under the lease.

Acquisition of Property

Planning, Architecture and Real Estate recommends that the +/- 0.06 acres be acquired under terms and conditions that are deemed to be in the best interest of the university. The anticipated purchase price is \$1,000,000, which falls within the range of the two appraisals ordered on the property. The source of funding for the acquisition is the OSU Land Purchase Account.

November 18-19, 2020, Board of Trustees Meetings



APPENDIX XXXVIII

APPROVAL FOR ACQUISITION OF REAL PROPERTY 1145 OLENTANGY RIVER ROAD COLUMBUS, FRANKLIN COUNTY, OHIO BOARD BACKGROUND

Background

The Ohio State University's Wexner Medical Center (WMC) seeks to acquire approximately 5.524± acres of real property located at 1145 Olentangy River Road (Property) from Gowdy Partners III, LLC (Owner). The Property is improved with a four-story, 114,900± square foot medical office building (MOB) with adjacent parking, which WMC operates as its Stefanie Spielman Comprehensive Breast Center (SSCBC).

WMC currently occupies the entire Property pursuant to a long-term lease the OSU Board of Trustees approved at its November 07, 2008 meeting through Resolution No. 2009-49 (Lease). The Lease provides the university with three options to purchase the Property. The university exercised the second option to acquire the Property on July 21, 2020.

The obligation of the university to purchase the Property after exercising the option is subject to and conditioned upon approval of its Board of Trustees and the State of Ohio Controlling Board.

Location and Description

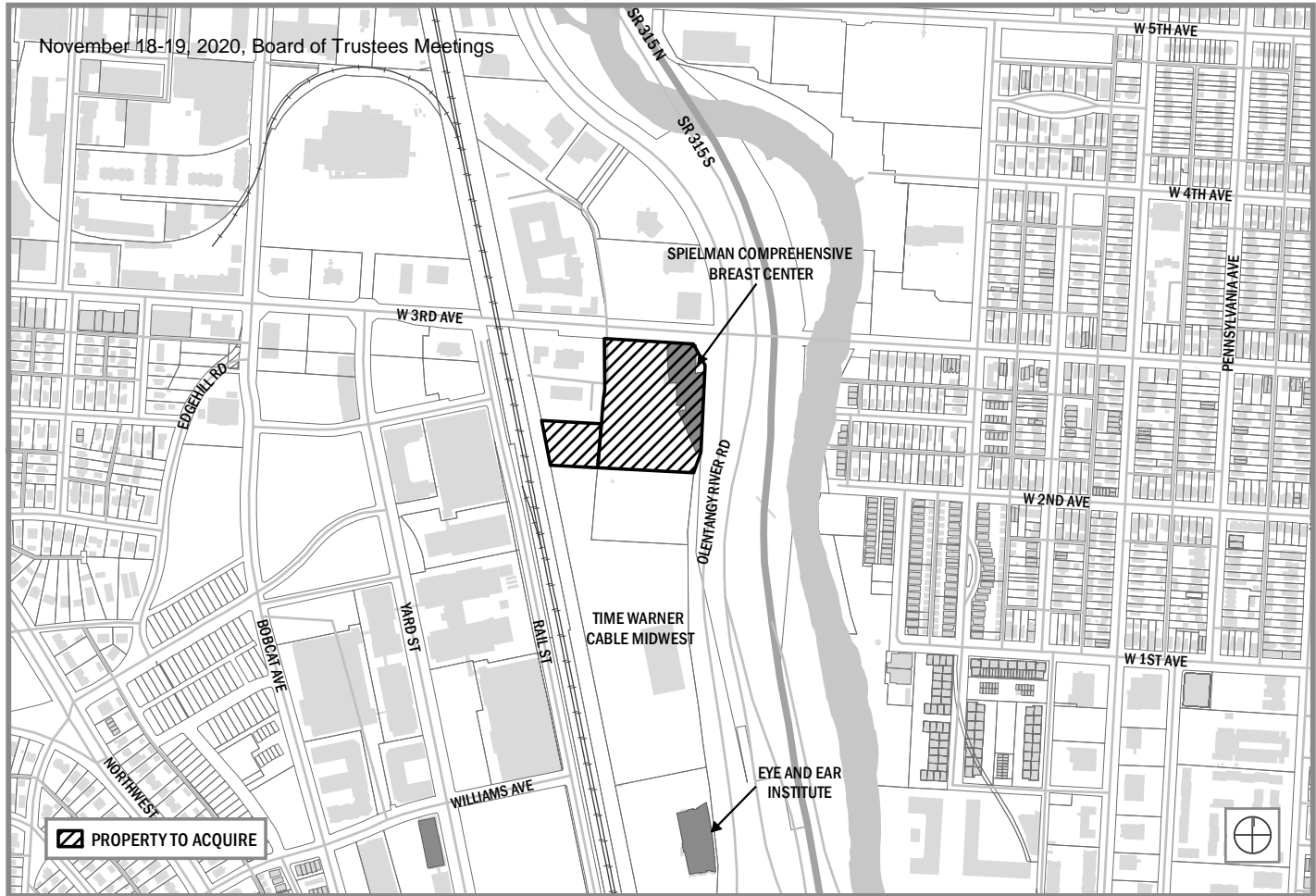
The parcels to be acquired, identified as county parcel 010-288228-00 and 010-288355-00, are zoned CPD (Commercial Planned Development) and is part of a larger tract of land, commonly known as Gowdy Field. The Property is located at the northwest portion of the Gowdy Field land parcel that parallels State Route 315 and is located 1.6 miles from The Ohio State University (OSU) Columbus campus. The SSCBC includes multi-specialty medical groups and an ambulatory out-patient radiation treatment center.

OSU Eye and Ear Institute, a five-story, 137,529-square-foot medical office building, recently purchased by the university, is also located at Gowdy Field.

Purchase of Property

WMC and Gowdy Partners III, LLC are negotiating the fair market purchase amount through an arbitration provision provided in the purchase option. WMC recommends that the Property described above be acquired for an amount not to exceed the fair market value to be determined as set forth in the purchase option, and on terms and conditions that are in the best interest of the university. The WMC will provide the source of funding for the acquisition.

November 18-19, 2020, Board of Trustees Meetings



 PROPERTY TO ACQUIRE



1145 OLENTANGY RIVER ROAD
PARCELS 010-288225 AND 010-288355
COLUMBUS, FRANKLIN COUNTY, OHIO 43212

Prepared By: The Ohio State University
Office of Planning, Architecture and Real Estate
Issue Date: October 7, 2020
The Ohio State University Board of Trustees

APPENDIX XXXIX

The Ohio State University

(A Component Unit of the State of Ohio)

Financial Statements

**As of and for the Years Ended June 30, 2020 and 2019
And Report of Independent Auditors**

DRAFT 10.15.20

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Report of Independent Auditors

To the Board of Trustees of
The Ohio State University

Report on the Financial Statements

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, 2020 and 2019, 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 Ohio State University as of June 30, 2020 and 2019, and the respective changes in financial position and cash flows thereof for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Required Supplementary Information

The accompanying management's discussion and analysis on pages 3 through 22, the Required Supplementary Information on GASB 68 Pension Liabilities on page 100, the Required Supplementary Information on GASB 75 Net OPEB Liabilities on page 101, and the Notes to Required Supplementary Information on page 102 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 103 through 104 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 XX, 2020 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, 2020. 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 XX, 2020

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, 2020, with comparative information for the years ended June 30, 2019 and June 30, 2018. 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, 7,500 faculty members and 28,000 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 250 undergraduate majors, 171 master's degree programs, 113 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.
- **Ohio State East Hospital:** 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 62,000 adult inpatients and 1,868,000 outpatients during fiscal year 2020 and 64,500 adult inpatients and 1,915,000 outpatients during fiscal year 2019. The decline in patient volumes reflects the temporary suspension of elective procedures in response to the outbreak of COVID-19.

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 were transferred to the new Pelotonia organization in FY2020)

Management's Discussion & Analysis (Unaudited) - continued

The GASB has indicated that, under the amended consolidation standards, the "exclusive benefit" criterion for blending is not met when a component unit provides services to parties external to the primary government. As a result, the university presents the following component units in a discrete presentation:

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

In March 2020, Science and Technology Campus Corporation (SciTech) adopted new governance provisions on board composition and reserved powers for directors appointed by the university. As a result of these changes, SciTech is considered fiscally dependent on the university and is now subject to consolidation in the university's financial reports as a discretely presented component unit. Comparative financial information for discretely presented component units for the year ended June 30, 2019 has been restated to reflect this change in the financial reporting entity.

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.

Management's Discussion & Analysis (Unaudited) - continued

The **Statement of Net Position** is the university's balance sheet. It reflects the total assets, deferred outflows, liabilities, deferred inflows and net position (equity) of the university as of June 30, 2020, with comparative information as of June 30, 2019. 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 Net Asset Value (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. 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, 2020, with comparative information for the year ended June 30, 2019. 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, 2020, with comparative information for the year ended June 30, 2019. It breaks out the sources and uses of university cash into the following categories:

- Operating activities
- Noncapital financing activities
- Capital financing activities
- Investing activities

Management's Discussion & Analysis (Unaudited) - continued

Cash flows associated with the university's expendable net position appear in the operating and noncapital financing categories. Capital financing activities include payments for capital assets, proceeds from long-term debt and debt repayments. Purchases and sales of investments are reflected as investing activities.

The **Notes to the Financial Statements**, which follow the financial statements, provide additional details on the numbers in the financial statements. Behind the notes is a section that provides required supplementary information related to pensions and other post-employment benefits and other information on the university's Long-Term Investment Pool.

Financial Highlights and Key Trends

As widely reported, the outbreak of COVID-19, a new strain of coronavirus that can result in severe respiratory disease, was first detected in December of 2019, and has spread across six continents impacting many countries, including the United States. In response to the public health crisis, the Governor of Ohio and the Director of the Ohio Department of Health took certain actions to limit the spread of the virus and its impact on the State's local communities and health care services, including the declaration of a state of emergency in the State and the closure of all non-essential businesses commencing on March 23, 2020. On May 1, 2020, the State began a phased-in process of reopening certain businesses.

On March 13, 2020, the university announced that it would suspend face-to-face instruction and transition to remote instruction for the remainder of the spring semester. On April 1, 2020, the university announced that the suspension of face-to-face instruction will extend through the summer semester. With limited exceptions, all university events scheduled to occur during the summer months, including summer camps and sports camps, were cancelled. Nearly all university housing and dining facilities were closed on March 22, 2020 and have remained closed through the summer semester. During this time, all university employees who could do so were required to work from home.

On June 3, 2020 the university announced that – based on guidance from state and local health authorities and recommendations of the Safe Campus and Scientific Advisory Subgroup of the University's COVID-19 Transition Task Force – it would resume in-person classes for the Autumn semester, with a mix of on-line, in-person and blended courses to reduce the number of students, faculty and staff that will be on campus at any one time.

The COVID-19 pandemic also significantly impacted Health System operations. On March 17, 2020, the Director of the Ohio Department of Health issued an order temporarily recommending that non-essential or elective surgeries and procedures not be conducted at Ohio hospitals. The temporary suspension of performance of elective procedures was recommended to create capacity for a potential increase in COVID-19 patients. The recommendation from the Ohio Department of Health to suspend non-essential or elective surgeries and procedures was withdrawn effective May 1, 2020.

Management's Discussion & Analysis (Unaudited) - continued

Suspended operations due to the COVID-19 pandemic resulted in decreases in auxiliary revenues and patient care volumes significantly below budget projections. Despite these challenges, the university's financial position remains strong. Total cash and temporary investments increased \$325 million, to \$3.63 billion, at June 30, 2020, reflecting the Health System's receipt of \$275 million of Medicare Advance payments and \$143 million of Provider Relief Funds. Total net position is stable, decreasing \$10 million, to \$5.42 billion. Federal assistance provided under the Coronavirus Aid, Relief, and Economic Security (CARES) Act and the implementation of expenditure controls offset a significant portion of the revenue losses from suspended operations.

Demand for an Ohio State education and outcomes for students also remain strong. 68,262 students were enrolled in Autumn 2019, up 162 students compared to Autumn 2018. 94% of the freshmen enrolled in Autumn 2018 returned to OSU in Autumn 2019. 67% of students graduated within four years, and over 85% graduated within six years.

The following sections provide additional details on the university's 2020 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>			
	2020	2019	2018
Cash and temporary investments	\$ 3,633,027	\$ 3,308,174	\$ 3,023,554
Receivables, inventories, prepaids and other current assets	808,875	872,714	845,332
Total current assets	4,441,902	4,180,888	3,868,886
Restricted cash	401,664	492,033	564,656
Noncurrent notes and pledges receivable, net	110,673	124,901	112,019
Net other post-employment benefit receivable	77,901	74,520	-
Long-term investment pool	5,287,131	5,256,759	5,211,434
Other long-term investments	301,676	219,455	163,946
Capital assets, net of accumulated depreciation	5,700,078	5,268,363	5,043,222
Total noncurrent assets	11,879,123	11,436,031	11,095,277
Total assets	16,321,025	15,616,919	14,964,163
Deferred outflows	717,357	1,155,735	739,619
Total assets and deferred outflows	\$ 17,038,382	\$ 16,772,654	\$ 15,703,782
Accounts payable and accrued expenses	\$ 638,750	\$ 591,844	\$ 579,363
Medicare advance payment program	274,915	-	-
Deposits and advance payments for goods and services	268,481	281,886	274,401
Current portion of bonds, notes and lease obligations	374,717	618,302	640,589
Other current liabilities	88,673	112,259	105,021
Total current liabilities	1,645,536	1,604,291	1,599,374
Noncurrent portion of bonds, notes and lease obligations	2,732,098	2,543,360	2,582,017
Net pension liability	3,025,029	3,715,058	2,548,009
Net other post-employment benefits liability	1,459,572	1,339,383	1,249,521
Advance from concessionaire	1,002,769	1,024,555	1,046,342
Other noncurrent liabilities	527,489	434,885	383,681
Total noncurrent liabilities	8,746,957	9,057,241	7,809,570
Total liabilities	10,392,493	10,661,532	9,408,944
Deferred inflows	1,221,395	677,046	972,224
Net investment in capital assets	3,010,095	2,605,381	2,376,795
Restricted:			
Nonexpendable	1,622,782	1,580,115	1,551,278
Expendable	1,125,359	1,303,269	1,328,793
Unrestricted	(333,742)	(54,689)	65,748
Total net position	5,424,494	5,434,076	5,322,614
Total liabilities, deferred inflows and net position	\$ 17,038,382	\$ 16,772,654	\$ 15,703,782

During the year ended June 30, 2020, **cash and temporary investment** balances increased \$325 million, to \$3.63 billion, primarily due to the Health System's receipt of \$275 million of Medicare Advance payments and \$143 million of Provider Relief Funds. 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 \$90 million, to \$402 million at June 30, 2020, 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 decreased \$109 million, to \$527 million at June 30, 2020. Health System patient receivables were down \$84 million, reflecting the overall decline in hospital inpatient and outpatient volumes caused by the COVID-19 pandemic. Receivables on grants managed by the Office of Sponsored Programs were down \$27 million. **Inventories and prepaid expenses** increased \$37 million, to \$171 million at June 30, 2020, primarily due to purchases of Personal Protective Equipment (PPE) related to COVID-19, increases in pharmaceutical inventories and growth in prepayments for preventive maintenance contracts. **Pledges receivable** increased \$43 million, to \$138 million, primarily due to new pledges for capital projects and an increase in current-use gifts.

The fair value of the university's **long-term investment pool** (LTIP) increased \$30 million, to \$5.29 billion at June 30, 2020. The increase is primarily due to \$226 million of net principal additions and \$119 million of interest and dividend income. These increases were partially offset by \$231 million in distributions and \$73 million of expenses. 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 decreased \$32 million, to \$12 million at June 30, 2020, reflecting a reduction in securities lending activity in 2020. 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 \$82 million, to \$302 million, at June 30, 2020, primarily due to unrealized gains and capital calls on private equity investments.

Capital assets, which include the university's land, buildings, improvements, equipment and library books, net of depreciation, grew \$432 million, to \$5.7 billion at June 30, 2020. 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).

Management's Discussion & Analysis (Unaudited) - continued

Additions to university capital assets totaled \$861 million in 2020. The Health System accounted for \$381 million of the total and includes expenditures for new facilities, infrastructure improvements, land and equipment purchases. The remaining \$480 million of university capital additions include \$67 million of equipment and library books, \$54 million related to the Workday ERP Enterprise project, \$103 million related to Comprehensive Energy Management Plan (CEMP) improvements to facilities and \$256 million related to improvements and renovations of various academic buildings, athletics facilities, student life facilities and infrastructure.

Significant projects completed in 2020 include the \$59 million Koffolt and Fontana Labs project, which was completed in the summer of 2020 and will provide approximately 124,000 square feet of research labs, teaching labs, classrooms, and departmental offices for Biomedical Engineering and Materials Science Engineering. Also completed in summer 2020 was a \$20 million expansion of the west wing of OSU East Hospital. Approximately \$10 million of Comprehensive Energy Management Plan Improvements were fully completed during the fiscal year.

Major academic facility projects currently underway or nearing completion include:

- Postle Hall – Construction is nearing completion 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 fall of 2020.
- Wooster Laboratory building – Construction is finishing on a \$34 million Entomology research facility at the Wooster campus. The project is slated for completion in the fall of 2020.
- The Arts District – Construction is underway on a project between the west side of High Street between 15th and 18th Avenues. The project includes a new learning environment for the School of Music will also extend Annie and John Glenn Avenue from College Road to High Street and is expected to finish in 2021.

Major Health System construction projects currently underway include:

- A new inpatient hospital with up to 840 beds to replace and expand upon the original Rhodes and Doan Halls.
- A \$98 million garage for the new inpatient hospital
- A \$45 million sterile supply building to support the new hospital and ambulatory facilities
- A \$179 million west campus outpatient ambulatory facility
- A \$138 million regional ambulatory facility to the northeast on Hamilton Road
- A \$161 million regional ambulatory facility to the northwest in Dublin
- A \$36 million Health Sciences Faculty Office and Optometry clinic at the corner of 11th and Neil Avenues.

The university's estimated future capital commitments, based on contracts and purchase orders, total approximately \$437 million at June 30, 2020.

Management's Discussion & Analysis (Unaudited) - continued

Accounts payable and accrued expenses increased \$43 million, to \$635 million at June 30, 2020, reflecting increases in payables to vendors for supplies and services, which were partially offset by a reduction in retirement contributions payable.

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. The university paid \$56 million in fixed and O&M utility fees for the years ended June 30, 2020 and 2019, respectively. The total amounts payable to the concessionaire increased \$100 million, to \$142 million at June 30, 2020. The \$8 million current portion of this liability is included in other current liabilities on the Statement of Net Position.

University debt, in the form of **bonds, notes and capital lease obligations**, decreased \$55 million, to \$3.10 billion at June 30, 2020. In June 2020, the university issued \$186 million in Series 2020A fixed rate bonds to refund \$227 million of its variable rate bonds. In addition, the university entered into forward-starting interest-rate swap agreements to advance refund its Series 2013A bonds. The swap agreements are effective June 2023, have a total notional amount of \$329 million and are considered effective hedges. The fair value of the swap agreements was negative \$7 million at June 30, 2020 and is reported as a noncurrent liability and offsetting deferred outflow of resources.

The university's plant debt includes variable rate demand bonds that mature at various dates through 2044. GASB Interpretation 1, *Demand Bonds Issued by State and Local Governmental Entities*, provides guidance on the statement of net position classification of these bonds. Under GASB Interpretation 1, outstanding principal balances on variable rate demand bonds may be classified as noncurrent liabilities if the issuer has entered into a "take-out agreement" to convert bonds "put" but not resold into some other form of long-term obligation. In the absence of such an agreement, the total outstanding principal balances for these bonds are required to be classified as current liabilities.

Although it is the university's intent to repay its variable rate demand bonds in accordance with the maturities set forth in the bond offering circulars, the university does not have "take-out agreements" in place per the GASB Interpretation 1 requirements. Accordingly, the university has classified the total outstanding principal balances on its variable rate demand bonds as current liabilities. These obligations totaled \$318 million and \$575 million at June 30, 2020 and 2019, respectively.

Management's Discussion & Analysis (Unaudited) - continued

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 2020, the university's share of OPERS and STRS-Ohio net pension liabilities decreased \$690 million, to \$3.03 billion at June 30, 2020. The decrease relates primarily to OPERS net pension liabilities. In calendar year 2019, OPERS realized a 17.23% return on defined benefit plan investments for the period. STRS net pension liabilities were relatively stable in 2020. Deferred outflows related to pensions decreased \$572 million, to \$446 million at June 30, 2020, and deferred inflows related to pensions increased \$377 million, to \$487 million at June 30, 2020. 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 2020, the university's share of OPERS net OPEB liabilities increased \$116 million, to \$1.44 billion at June 30, 2020 primarily due to a decrease in the discount rate used to calculate total OPEB liabilities. The impact of the lower discount rate was partially offset by a 19.59% return on health care plan investments. The university's share of STRS-Ohio net OPEB assets was stable, increasing \$3 million, to \$78 million at June 30, 2020. Deferred outflows related to OPEB increased \$123 million, to \$240 million at June 30, 2020, primarily due to deferrals related to the reduction in the discount rate for OPERS. Deferred inflows related to OPEB increased \$180 million, to \$298 million at June 30, 2020, primarily due to OPERS projected vs actual investment returns.

Total pension and OPEB expense recognized by the university decreased \$33 million, to \$808 million in 2020. Total pension and OPEB expense includes employer contributions and (non-cash) expense accruals associated with the recognition of net pension and OPEB liabilities and deferrals. Total employer contributions were up \$21 million, to \$380 million in 2020. Pension and OPEB expense accruals were down \$54 million, to \$428 million.

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.

Management's Discussion & Analysis (Unaudited) - continued

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 \$407 million and \$417 million at June 30, 2020 and June 30, 2019, respectively, 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 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. cash and temporary investment balances increased \$285 million, to \$3.31 billion, primarily due to strong healthcare operating cash flows. *In 2018*, 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.

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>			
	2020	2019	2018
Operating Revenues:			
Tuition and fees, net	\$ 953,569	\$ 969,633	\$ 935,893
Grants and contracts	743,431	732,253	698,847
Auxiliary enterprises sales and services, net	298,064	339,615	328,692
OSU Health System sales and services, net	3,449,681	3,432,271	3,103,891
Departmental sales and other operating revenues	187,089	201,783	183,823
Total operating revenues	<u>5,631,834</u>	<u>5,675,555</u>	<u>5,251,146</u>
Operating Expenses:			
Educational and general	2,809,135	2,665,355	1,998,165
Auxiliary enterprises	320,392	361,346	322,149
OSU Health System	3,345,167	3,109,070	2,720,988
Depreciation	425,012	413,039	394,461
Total operating expenses	<u>6,899,706</u>	<u>6,548,810</u>	<u>5,435,763</u>
Net operating loss	(1,267,872)	(873,255)	(184,617)
Non-operating revenues (expenses):			
State share of instruction and line-item appropriations	461,838	469,679	475,593
Gifts - current use	157,511	160,102	168,209
Net investment income (loss)	231,190	229,663	439,154
CARES Act Assistance	158,058	-	-
Grants, interest expense and other non-operating	19,169	(14,961)	(7,614)
Net non-operating revenue	<u>1,027,766</u>	<u>844,483</u>	<u>1,075,342</u>
Income (loss) before other changes in net position	(240,106)	(28,772)	890,725
State capital appropriations	69,905	64,900	83,217
Private capital gifts	77,425	26,565	15,470
Additions to permanent endowments	63,695	45,533	55,579
Capital contributions and other changes in net position	19,499	3,236	6,129
Total changes in net position	<u>230,524</u>	<u>140,234</u>	<u>160,395</u>
Increase (decrease) in net position	(9,582)	111,462	1,051,120
Net position - beginning of year	5,434,076	5,322,614	5,496,365
Cumulative effect of accounting change	-	-	(1,224,871)
Net position - end of year	<u>\$ 5,424,494</u>	<u>\$ 5,434,076</u>	<u>\$ 5,322,614</u>

Net tuition and fees decreased \$16 million or 1.7%, to \$954 million in 2020, due primarily to an increase in gross tuition of \$4 million, offset by \$20 million increase in scholarship allowances. Gross tuition increases for Autumn and Spring terms totaling \$26 million were offset by a \$14 million decrease in gross tuition for Summer term and an \$8 million decrease in student fees. The decrease in Summer tuition was driven by the shift to all online instruction in response to the COVID-19 pandemic. Non-resident students were charged a (lower) online fee in lieu of non-resident fees. The decrease in Summer tuition was offset by expense reductions of \$14 million in graduate fee authorizations.

Management's Discussion & Analysis (Unaudited) - continued

Total **scholarships and fellowships** increased \$36 million, to \$419 million in 2020, primarily due to a combination of CARES Act Emergency Aid for Students (\$15 million), increases in university scholarships (up \$7 million), increases in scholarships funded by endowments and current gifts (up \$8 million) and increases in other federal and state student aid programs (up \$4 million). Amounts shown as tuition and auxiliary revenue allowances increased \$20 million and \$3 million, respectively. Amounts shown as scholarship and fellowship expense increased \$12 million.

Operating **grant and contract revenues** increased \$11 million, to \$743 million, reflecting increases in federal grants of \$16 million, which were partially offset by a \$5 million decrease in state grants. Grants managed by the Office of Sponsored Programs increased \$13 million.

Total **auxiliary revenues** decreased \$42 million, to \$298 million, primarily due to decreases in Student Life housing and dining revenues of \$36 million and Business Advancement (Schottenstein Center and Blackwell) of \$14 million, offset by increases in Athletics of \$9 million. After the closure of the university's housing and dining facilities due to the COVID-19 outbreak, the university provided students housing and dining reimbursement and reimbursement of recreational fees on a pro rata basis from March 16, 2020 through the end of spring semester, totaling \$34 million. **Auxiliary expenses** decreased \$41 million, to \$320 million, primarily due to decreases in year-end accruals for pension and other post-employment benefits of \$22 million, Student Life housing and dining expenses of \$12 million, and Business Advancement (Schottenstein Center and Blackwell) expenses of \$7 million.

Educational and general expenses increased \$145 million, or 5%, to \$2.81 billion in 2020. Additional details are provided below.

Educational and General Expenses <i>(in thousands)</i>	2020	2019	2018
Instruction and departmental research	\$ 1,051,376	\$ 1,038,290	\$ 1,006,057
Separately budgeted research	505,290	492,816	473,463
Public service	176,889	176,384	177,325
Academic support	223,552	223,172	217,086
Student services	89,162	93,405	99,032
Institutional support	355,179	246,307	188,735
Operation and maintenance of plant	117,727	123,128	118,556
Scholarships and fellowships	139,622	127,769	130,363
Non-cash accruals for pensions and other postemployment benefits	150,338	144,084	(412,452)
Total educational and general expense	\$ 2,809,135	\$ 2,665,355	\$ 1,998,165

Most E&G expenditure categories were flat in 2020, reflecting expenditure controls implemented in response to the outbreak of COVID-19. Ohio State instituted a hiring pause on April 1, 2020. The university also temporarily paused the annual merit compensation increase process and instituted pauses in off-cycle salary increases. Restrictions on university travel this spring and a review of all non-essential spending such as supplies, equipment purchases, conferences and membership expenses led to additional savings.

Management's Discussion & Analysis (Unaudited) - continued

The overall increase in educational and general expense is primarily due to a \$109 million increase in **institutional support** expenses. In 2020, the university recognized \$72 million in expense for actual and anticipated legal settlements related to sexual misconduct by a former university physician. The remaining increase in institutional support relates to central charges for employee benefits. In 2019, university's self-insurance reserve was overfunded, and some benefit expenses in 2020 were funded from the excess reserve. **Separately budgeted research** expenses increased \$12 million, reflecting increases in research grants managed by the Office of Sponsored Programs.

Health System operating revenues were relatively stable in 2020, increasing \$17.4 million, to \$3.45 billion. Operating expenses (excluding depreciation, interest and transfers) increased \$236 million, to \$3.35 billion. An in-depth look at the Health System, as presented in their stand-alone financial statements, is provided below.

The Health System operates nearly 1,460 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 28 consecutive years as one of "America's Best Hospitals" and is ranked first in Columbus. The Health System is recognized as a national leader in nine specialties including: Cancer; Cardiology and Heart Surgery, Diabetes & Endocrinology; Ear, Nose & Throat; and Nephrology, Neurology and Neurosurgery, Pulmonary and Lung Surgery, Rehabilitation and Urology. The Ear, Nose & Throat program ranked fifth in the United States. Eleven other specialties were ranked in the top 10% of all hospitals in the country.

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. More than 200 Wexner Medical Center physicians were named to Castle Connolly's 2020 Top Doctors.

In 2020, total Health System operating revenues grew \$17.4 million or 0.5% over the prior fiscal year. As of the end of February 2020 and prior to COVID-19, Inpatient Admissions, Total Surgeries, Outpatient Visits, and Radiation Oncology were all above prior year by 4.5%, 8.7%, 12.0%, and 18.5%, respectively. The COVID-19 pandemic and the temporary suspension of performance of elective surgeries and procedures significantly impacted Health System operating revenue.

Approximately 90% of total Health System 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 Specialty Retail Pharmacy dedicated to improving patient care by easing the challenges of managing medications. The Specialty Retail Pharmacy contributed \$166.7 million to Health System operating revenues in 2020 and \$127.6 million in 2019. 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.

Management's Discussion & Analysis (Unaudited) - continued

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 \$17.8 million of operating revenues in 2020 and \$15.9 million in 2019. In 2019, the Health System enrolled in the Care Innovation and Community Improvement Program (CICIP). CICIP was developed to increase alignment of quality improvement strategies and goals between the State, Managed Care Organizations (MCO), and both public and nonprofit hospital agencies. The Health System recognized \$52.6 million in Other Operating Revenues related to CICIP in 2020 compared to \$52.5 million in 2019.

Health System operating expenses increased \$139.8 million or 4.3% from 2019 to 2020. The growth in salaries and benefits from 2019 to 2020 is reflective of the volume growth noted above prior to COVID-19. The Health System experienced reduced medical supply and pharmaceutical costs in the months of March and April as a result of the cancellation or delay of elective surgeries and procedures. As a result of COVID-19, the Health System experienced a significant increase in demand for PPE, diagnostic testing, medical equipment and other supplies associated with patient care and staff safety. Solid organ transplant and Specialty Retail Pharmacy volumes increased from 2019 to 2020, also contributing to increases in supply and drug expense. Purchased services grew 3.7% in 2020 reflecting higher hospital franchise fee, legal services, and advertising costs.

In response to the COVID-19 pandemic, the Health System is continuing to implement certain cost containment measures to address expected and potential revenue losses. These measures include a hiring pause with exceptions for essential services and key positions, a pause in merit-based compensation increases, restrictions on travel, and greater stringency on discretionary expenditures. Despite these challenges associated with COVID-19, the Health System's financial position remains strong and the enterprise continues its mission to "improve people's lives in Ohio and across the world through innovation in research, education and patient care."

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 2020. Total consolidated operating revenues increased \$25 million, to \$585 million. The estimated revenue impact of the temporary suspension of elective surgeries in the last quarter of 2020 was approximately \$33 million. OSUP received \$12 million of Provider Relief Funds, which are reported as non-operating revenue. Total consolidated OSUP expenses (excluding depreciation and interest) increased \$56 million to \$563 million in 2020. Approximately \$42.8 million of the increase relates to physician and other provider related costs associated with new physicians and care providers entering the practice during 2020. An additional \$11 million of the increase reflects increases in staff salaries and benefits due to growth in FTEs and compensation adjustments. OSUP balances are included in the Discretely Presented Component Units columns of the university's financial statements.

Total state operating support was relatively stable in 2020, decreasing \$8 million, to \$462 million. In response to the impact of the COVID-19 pandemic on economic activity, the State of Ohio implemented a number of cost containment measures, including a \$109 million reduction in **State Share of Instruction** (SSI) appropriations for higher education for the final two months of the fiscal year.

Management's Discussion & Analysis (Unaudited) - continued

The university's SSI decreased \$6 million, to \$377 million in 2020. The university's original SSI appropriation for 2020 was \$392 million. **State line-item appropriations** decreased \$2 million, to \$84 million. **State capital appropriations** were stable in 2020, increasing \$5 million, to \$70 million.

The Coronavirus Aid, Relief, and Economic Security (CARES) Act – which was enacted March 27, 2020 in response to the COVID-19 outbreak – includes provisions to provide support to individuals, companies and non-profit institutions in the form of loans, grants, tax changes and other types of relief. The university recognized \$158 million of **CARES Act Assistance** revenue in 2020, including \$143 million of Provider Relief Funds for the Health System and \$15 million for Emergency Aid to Students. Amounts provided to the university under CARES Act grant programs are recognized as non-operating revenues in the Statement of Revenues, Expenses and Changes in Net Position as eligibility requirements are met. In addition to the Provider Relief Funds, the Health System received \$275 million under the **Medicare Accelerated and Advance Payment Program**. These amounts are considered short-term loans and are reported as current liabilities in the Statement of Net Position.

Total **gifts** to the university increased \$66 million, to \$299 million in 2020. Increases in capital and endowment gifts were offset by decreases in current use gifts. Several colleges and support units received gifts in excess of \$1 million in 2020, including Veterinary Medicine, the College of Food, Agricultural and Environmental Sciences, the Ross Heart Hospital, the Cancer Hospital and Research Institute, the College of Medicine, Neuroscience, the College of Arts and Sciences, the College of Engineering, WOSU Public Media, College of Dentistry, Moritz College of Law, Planning and Administration, General University Scholarships and the Department of Athletics. Support came from more than 237,000 alumni and friends.

University investments yielded \$231 million of **net investment income** in 2020, compared with \$230 million in 2019. For 2020, the LTIP returned +1.1% compared to +1.2% in 2019. In both years, the LTIP return was below-benchmark across all asset classes. In 2019, the LTIP took a significant reduction in the fair value of certain natural resources and oil and gas investments.

For 2020, the Global Equity allocation returned -0.4% and underperformed on a relative basis to the MSCI ACWI benchmark, which recorded a +2.1% result, by -2.5% for the year. The LTIP's Global Fixed Income allocation underperformed compared to the U.S. Aggregate Bond benchmark, generating a +4.8% return versus +8.7% for the benchmark. The Real Assets allocation returned -0.4%, underperforming the CPI +5% return of +5.6% for the year.

Prior-Year Highlights: *In 2019*, Health System operating revenues grew \$328 million, to \$3.43 billion. 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.

Management's Discussion & Analysis (Unaudited) - continued

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.

Statement of Cash Flows

University Cash Flows Summary <i>(in thousands)</i>	2020	2019	2018
Net cash flows from (used in) operating activities	\$ (4,234)	\$ (7,757)	\$ 1,053,673
Net cash flows from noncapital financing activities	934,803	779,439	764,223
Capital appropriations and gifts for capital projects	104,855	99,114	94,627
Proceeds from capital debt	-	-	73,885
Payments for purchase or construction of capital assets	(739,379)	(604,717)	(497,962)
Principal and interest payments on capital debt and leases, net of federal Build America Bond interest subsidies	(180,250)	(180,138)	(256,514)
Net cash flows provided (used) in investing activities	68,118	(1,128)	(505,508)
Net increase in cash and cash equivalents	<u>\$ 183,913</u>	<u>\$ 84,813</u>	<u>\$ 726,424</u>

University cash and cash equivalents increased \$184 million in 2020. Net cash used in operating activities was relatively stable at \$4 million in 2020, compared to \$8 million used in 2019. The Health System's receipt of \$275 million of Medicare Advance payments and a reduction in vendor payments for supplies and services offset declines in receipts for patient care and auxiliary operations. Net cash flows from noncapital financing activities increased \$155 million, to \$935 million, reflecting the receipt of the CARES Act Provider Relief Funds and Emergency Aid to Students. Payments for purchase or construction of capital assets increased \$134 million, to \$739 million, primarily reflecting increases in Health System capital expenditures. Total cash provided by investing activities was \$68 million, reflecting receipts of investment income.

Management's Discussion & Analysis (Unaudited) - continued

Economic Factors That Will Affect the Future

The COVID-19 pandemic continues to present significant budgetary challenges for Ohio State. No source of revenue is unaffected. Some of the impacts include:

- A reduction in state operating subsidy of 4.38%, or \$18 million, from original Fiscal Year 2021 state funding levels
- Anticipated tuition loss of \$54.9 million due to many students moving to an entirely virtual schedule and others deciding not to return to the university this fiscal year
- Reduced athletic revenues by \$130.3 million due to the cancellation of event rentals, a postponed fall season, and the related reduction in ticket, media, conference, and game guarantee revenues
- Student Life housing and dining revenues down \$3 million from Fiscal Year 2020 due to lower student occupancy on campus, which equates to a \$38.3 million reduction compared to a normalized year.

To address these impacts, the university is implementing \$252.2 million in targeted savings across all colleges, support units and the Wexner Medical Center. Of those targeted savings, \$175 million is expected to come from university operations and \$77.2 million from the Wexner Medical Center. In addition, all capital projects have been assessed to determine how existing projects can defer millions of dollars in spending to ensure adequate financial flexibility until the total impact of the pandemic on revenue sources becomes clear. Resource stewardship is one of the pillars of the university's strategic plan. Ohio State has achieved over \$220 million in administrative efficiencies, over \$450 million in strategic procurement savings and more than \$1 billion in new resource generation over the last five years.

The university continues to invest strategically to better position the institution for success in the future. Examples include:

- **University Minimum Wage** – Ohio State is implementing a \$15 an hour minimum wage in the new fiscal year.
- **Need-Based Aid** – The university has provided over \$200 million in additional need-based aid to students and families since 2015, far exceeding its stated goal of reaching \$100 million by 2020.
- **New Inpatient Hospital** – In August 2020, University trustees approved the construction of the 1.9 million-square-foot Ohio State University Wexner Medical Center Inpatient Hospital.
- **Digital Flagship** – Ohio State continues investing in digital course delivery infrastructure to position the university as a national leader in digital higher education in the post-COVID-19 era.

Management's Discussion & Analysis (Unaudited) - continued

The impact of COVID-19 and the scope of any adverse impact on University finances and operations cannot be fully determined at this time. Adverse consequences of the COVID-19 pandemic may include, but are not limited to: decline in enrollment (including a disproportional decline in enrollment by international students); decline in demand for University housing; decline in demand for University programs that involve travel or that have international connections; cancellation, postponement and/or reduced attendance for athletic events; a decrease in tuition revenue resulting from out-of-state students choosing all on-line instruction; an increase in costs associated with purchasing of personal protective equipment and implementing community-wide testing programs (some of which may be paid with the University's CARES Act allocation); a decrease in availability of student loan funds or other student financial aid; reductions in funding support from donors or other external sources; a decline in research funding, including research funding from the U.S. government; a significant decline in the University's investments based on market declines or other external factors; substantial disruption to Health System operations related to a potential surge in COVID-19 cases; and a decrease in financial support from the State of Ohio whether through decreased appropriations or otherwise.

Cautionary Note Regarding Forward-Looking Statements

Certain information provided by the university, including written as outlined above or oral statements made by its representatives, may contain forward-looking statements as defined in the Private Securities Litigation Reform Act of 1995.

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

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

November 18-19, 2020, Board of Trustees Meetings

THE OHIO STATE UNIVERSITY
STATEMENTS OF NET POSITION
June 30, 2020 and June 30, 2019
 (in thousands)

	Primary Institution		Discretely Presented Component Units		Total University	
	2020	2019	2020	2019	2020	2019
ASSETS AND DEFERRED OUTFLOWS:						
Current Assets:						
Cash and cash equivalents	\$ 1,844,446	\$ 1,570,164	\$ 186,705	\$ 144,154	\$ 2,031,151	\$ 1,714,318
Temporary investments	1,788,581	1,738,010	15,135	16,510	1,803,716	1,754,520
Accounts receivable, net	526,682	635,324	56,555	63,596	583,238	698,920
Notes receivable - current portion, net	25,231	25,231	424	527	25,655	25,758
Pledges receivable - current portion, net	79,240	31,540	-	-	79,240	31,540
Accrued interest receivable	21,274	25,050	-	-	21,274	25,050
Inventories and prepaid expenses	170,732	133,524	4,279	4,643	175,011	138,167
Investments held under securities lending program	12,092	44,391	-	-	12,092	44,391
Amounts due from (to) primary institution	(26,376)	(22,346)	26,376	22,346	-	-
Total Current Assets	4,441,902	4,180,888	289,474	251,776	4,731,377	4,432,664
Noncurrent Assets:						
Restricted cash	401,664	492,033	-	-	401,664	492,033
Notes receivable, net	51,425	48,816	850	2,935	52,275	51,751
Pledges receivable, net	59,248	64,151	-	-	59,248	64,151
Net other post-employment benefit asset	77,901	74,520	-	-	77,901	74,520
Long-term investment pool	5,287,131	5,256,759	-	-	5,287,131	5,256,759
Other long-term investments	301,676	219,455	-	-	301,676	219,455
Capital assets, net	5,700,078	5,268,363	243,277	192,164	5,922,015	5,438,368
Total Noncurrent Assets	11,879,123	11,424,097	243,127	195,099	12,101,910	11,597,037
Total Assets	16,321,025	15,604,985	533,601	446,875	16,833,287	16,029,701
Deferred Outflows:						
Pension	445,769	1,017,370	-	18	445,769	1,017,388
Other post-employment benefits	239,629	116,167	-	6	239,629	116,173
Other deferred outflows	31,959	22,198	-	-	31,959	22,198
Total Deferred Outflows	717,357	1,155,735	-	24	717,357	1,155,759
Total Assets and Deferred Outflows	\$ 17,038,382	\$ 16,760,720	\$ 533,601	\$ 446,899	\$ 17,550,644	\$ 17,185,460
LIABILITIES, DEFERRED INFLOWS AND NET POSITION:						
Current Liabilities:						
Accounts payable and accrued expenses	\$ 638,750	\$ 591,844	\$ 30,877	\$ 20,541	\$ 669,627	\$ 612,385
Medicare advance payment program	274,915	-	12,585	-	287,500	-
Deposits and advance payments for goods and services	268,461	281,886	3,141	2,336	271,622	284,222
Current portion of bonds, notes and leases payable	57,002	43,827	1,607	1,840	58,608	45,667
Long-term bonds payable, subject to remarketing	317,715	574,675	-	-	317,715	574,675
Liability under securities lending program	12,092	44,391	-	-	12,092	44,391
Other current liabilities	108,209	89,752	9,153	5,797	117,362	95,549
Amounts due to (from) primary institution - current	(31,628)	(22,823)	31,628	22,823	-	-
Total Current Liabilities	1,645,536	1,603,352	88,991	53,337	1,734,526	1,656,689
Noncurrent Liabilities:						
Bonds, notes and leases payable	2,732,098	2,543,360	16,290	18,920	2,748,388	2,562,280
Concessionaire payable	134,362	39,121	-	-	134,362	39,121
Net pension liability	3,025,029	3,715,058	-	136	3,025,029	3,715,194
Net other post-employment benefit liability	1,459,572	1,339,383	-	60	1,459,572	1,339,443
Compensated absences	210,158	177,672	-	-	210,158	177,672
Self-insurance accruals	87,928	82,507	-	-	87,928	82,507
Amounts due to third-party payors - Health System	60,516	49,374	-	-	60,516	49,374
Irrevocable split-interest agreements	31,853	28,463	-	-	31,853	28,463
Refundable advances for Federal Perkins loans	29,695	33,478	-	-	29,695	33,478
Advance from concessionaire	1,002,769	1,024,555	-	-	1,002,769	1,024,555
Other noncurrent liabilities	104,255	122,292	39,215	26,564	122,132	126,697
Amounts due to (from) primary institution - noncurrent	(131,278)	(109,017)	131,278	109,017	-	-
Total Noncurrent Liabilities	8,746,957	9,048,246	188,783	154,897	8,912,402	9,178,784
Total Liabilities	10,392,493	10,649,598	275,774	208,034	10,646,928	10,835,473
Deferred Inflows:						
Parking service concession arrangement	406,914	416,545	-	-	406,914	416,545
Pension	487,347	109,993	-	10	487,347	110,003
Other post-employment benefits	298,463	117,979	-	3	298,463	117,982
Other deferred inflows	28,671	32,529	-	-	28,671	32,529
Total Deferred Inflows	1,221,395	677,046	-	13	1,221,395	677,059
Net Position:						
Net investment in capital assets	3,010,095	2,605,381	216,111	159,311	3,226,206	2,764,692
Restricted:						
Nonexpendable	1,622,782	1,580,115	-	-	1,622,782	1,580,115
Expendable	1,125,359	1,303,269	-	-	1,125,359	1,303,269
Unrestricted	(333,742)	(54,689)	41,716	79,541	(292,026)	24,852
Total Net Position	5,424,494	5,434,076	257,827	238,852	5,682,321	5,672,928
Total Liabilities, Deferred Inflows and Net Position	\$ 17,038,382	\$ 16,760,720	\$ 533,601	\$ 446,899	\$ 17,550,644	\$ 17,185,460

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

November 18-19, 2020, Board of Trustees Meetings

THE OHIO STATE UNIVERSITY
STATEMENTS OF REVENUES, EXPENSES, AND
CHANGES IN NET POSITION
Years ended June 30, 2020 and June 30, 2019
(in thousands)

	Primary Institution		Discretely Presented Component Units		Total University	
	2020	2019	2020	2019	2020	2019
Operating Revenues:						
Student tuition and fees (net of scholarship allowances of \$238,920 and \$218,936, respectively)	\$ 953,569	\$ 969,633	\$ -	\$ -	\$ 953,569	\$ 969,633
Federal grants and contracts	369,977	354,214	12,946	13,534	382,923	367,748
State grants and contracts	78,217	83,651	-	-	78,217	83,651
Local grants and contracts	27,015	25,608	-	-	27,015	25,608
Private grants and contracts	268,222	268,780	39,852	44,086	308,074	312,866
Sales and services of educational departments	142,389	156,921	9,354	9,440	151,743	166,361
Sales and services of auxiliary enterprises (net of scholarship allowances of \$39,982 and \$37,284, respectively)	298,064	339,615	-	-	298,064	339,615
Sales and services of the OSU Health System, net	3,449,681	3,432,271	-	-	3,449,681	3,432,271
Sales and services of OSU Physicians, Inc., net	-	-	584,222	560,322	584,222	560,322
Other operating revenues	44,700	44,862	-	-	44,700	44,862
Total Operating Revenues	5,631,834	5,675,555	646,374	627,382	6,278,208	6,302,937
Operating Expenses:						
Educational and General:						
Instruction and departmental research	1,096,254	1,070,292	8,821	9,403	1,105,075	1,079,695
Separately budgeted research	537,912	487,327	15,923	15,798	553,835	503,125
Public service	187,854	183,228	12,243	12,545	200,097	195,773
Academic support	250,674	242,960	-	-	250,674	242,960
Student services	95,070	109,166	-	-	95,070	109,166
Institutional support	378,552	309,691	20,367	20,636	398,919	330,327
Operation and maintenance of plant	122,449	135,307	741	699	123,190	136,006
Scholarships and fellowships	140,370	127,384	-	-	140,370	127,384
Auxiliary enterprises	320,392	361,346	-	-	320,392	361,346
OSU Health System	3,345,167	3,109,070	-	-	3,345,167	3,109,070
OSU Physicians, Inc.	-	-	563,200	507,366	563,200	507,366
Depreciation	425,012	413,039	10,272	8,777	435,284	421,816
Total Operating Expenses	6,899,706	6,548,810	631,567	575,224	7,531,273	7,124,034
Net Operating Income (Loss)	(1,267,872)	(873,255)	14,807	52,158	(1,253,065)	(821,097)
Non-operating Revenues (Expenses):						
State share of instruction and line-item appropriations	461,838	469,679	-	-	461,838	469,679
Federal subsidies for Build America Bonds interest	10,987	10,619	-	-	10,987	10,619
Federal non-exchange grants	61,531	63,042	-	-	61,531	63,042
CARES Assistance	158,058	-	11,805	-	169,863	-
State non-exchange grants	14,702	11,119	-	-	14,702	11,119
Gifts	157,511	160,102	-	-	157,511	160,102
Net investment income	231,190	229,663	1,925	2,624	233,115	232,287
Interest expense on plant debt	(116,379)	(115,084)	(1,531)	(1,613)	(117,910)	(116,697)
Other non-operating revenues (expenses)	48,328	15,343	(13,110)	(22,890)	35,218	(7,547)
Net Non-operating Revenue	1,027,766	844,483	(911)	(21,879)	1,026,855	822,604
Income (Loss) before Changes in Net Position	(240,106)	(28,772)	13,896	30,279	(226,210)	1,507
Changes in Net Position:						
State capital appropriations	69,905	64,900	-	-	69,905	64,900
Private capital gifts	77,425	26,565	-	-	77,425	26,565
Additions to permanent endowments	63,695	45,533	-	-	63,695	45,533
Capital contributions and changes in net position	19,499	3,236	5,079	19,927	24,578	23,163
Total Changes in Net Position	230,524	140,234	5,079	19,927	235,603	160,161
Increase (Decrease) in Net Position	(9,582)	111,462	18,975	50,206	9,393	161,668
Net Position - Beginning of Year:						
Beginning of year, as previously reported	5,434,076	5,322,614	238,852	172,017	5,672,928	5,494,631
Cumulative effect of accounting changes	-	-	-	16,629	-	16,629
Beginning of year, as restated	5,434,076	5,322,614	238,852	188,646	5,672,928	5,511,260
Net Position - End of Year	\$ 5,424,494	\$ 5,434,076	\$ 257,827	\$ 238,852	\$ 5,682,321	\$ 5,672,928

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

November 18-19, 2020, Board of Trustees Meetings

THE OHIO STATE UNIVERSITY
STATEMENTS OF CASH FLOWS
Years Ended June 30, 2020 and June 30, 2019
(in thousands)

	Primary Institution		Discretely Presented Component Units		Total University	
	2020	2019	2020	2019	2020	2019
Cash Flows from Operating Activities:						
Tuition and fee receipts	\$ 836,750	\$ 848,524	\$ -	\$ -	\$ 836,750	\$ 848,524
Grant and contract receipts	764,850	732,383	67,488	57,566	832,338	789,949
Receipts for sales and services	3,961,772	3,664,191	595,501	558,634	4,577,273	4,452,825
Payments to or on behalf of employees	(2,672,926)	(2,533,272)	(421,493)	(374,538)	(3,094,419)	(2,907,810)
University employee benefit payments	(721,606)	(663,064)	(93,854)	(85,463)	(815,460)	(748,547)
Payments to vendors for supplies and services	(2,080,763)	(2,196,722)	(78,502)	(107,473)	(2,159,265)	(2,304,195)
Payments to students and fellows	(165,171)	(118,803)	-	-	(165,171)	(118,803)
Student loans issued	(3,249)	(4,001)	-	-	(3,249)	(4,001)
Student loans collected	9,061	8,848	-	-	9,061	8,848
Student loan interest and fees collected	1,949	2,184	-	-	1,949	2,184
Other receipts	43,099	21,995	-	-	43,099	21,995
Net cash provided (used) by operating activities	(4,234)	(7,757)	69,140	48,726	64,906	40,969
Cash Flows from Noncapital Financing Activities:						
State share of instruction and line-item appropriations	461,838	469,679	-	-	461,838	469,679
Non-exchange grant receipts	76,233	74,161	-	-	76,233	74,161
CARES Assistance	158,058	-	11,805	-	169,863	-
Gift receipts for current use	148,904	173,649	-	-	148,904	173,649
Additions to permanent endowments	63,695	45,533	-	-	63,695	45,533
Drawdowns of federal direct loan proceeds	332,591	353,493	-	-	332,591	353,493
Disbursements of federal direct loans to students	(330,524)	(339,227)	-	-	(330,524)	(339,227)
Repayment of loans from related organization	-	691	-	-	-	691
Amounts received from irrevocable split-interest agreements	5,187	734	-	-	5,187	734
Amounts paid to annuitants and life beneficiaries	(1,797)	(1,735)	-	-	(1,797)	(1,735)
Agency funds receipts	4,549	5,566	-	-	4,549	5,566
Agency funds disbursements	(5,564)	(5,387)	-	-	(5,564)	(5,387)
Other receipts (payments)	21,633	2,282	5,838	(7,473)	27,471	(5,191)
Net cash provided (used) by noncapital financing activities	934,803	779,439	17,643	(7,473)	952,446	771,966
Cash Flows from Capital Financing Activities:						
Proceeds from capital debt	-	-	12,003	7,806	12,003	7,806
State capital appropriations	71,605	64,788	-	-	71,605	64,788
Gift receipts for capital projects	33,250	34,326	-	-	33,250	34,326
Payments for purchase or construction of capital assets	(739,379)	(604,717)	(55,221)	(35,105)	(794,600)	(639,822)
Principal payments on capital debt and leases	(68,343)	(67,092)	(2,934)	(1,391)	(71,277)	(68,483)
Interest payments on capital debt and leases	(117,234)	(123,666)	(1,501)	(1,621)	(118,735)	(125,287)
Federal subsidies for Build America Bonds interest	5,327	10,620	-	-	5,327	10,620
Net cash (used) by capital financing activities	(814,774)	(685,741)	(47,653)	(30,311)	(862,427)	(716,052)
Cash Flows from Investing Activities:						
Net (purchases) sales of temporary investments	(27,789)	(102,981)	(12,550)	(13,343)	(40,339)	(116,324)
Proceeds from sales and maturities of long-term investments	3,122,487	3,556,262	13,926	3,220	3,136,413	3,559,482
Investment income, net of related expenses	142,413	142,775	2,046	2,545	144,459	145,320
Purchases of long-term investments	(3,168,993)	(3,597,184)	-	-	(3,168,993)	(3,597,184)
Net cash provided (used) by investing activities	66,118	(1,128)	3,422	(7,578)	71,540	(6,706)
Net Increase in Cash	183,913	84,813	42,552	3,364	226,465	88,177
Cash and Cash Equivalents - Beginning of Year	2,062,197	1,977,384	144,153	140,789	2,206,350	2,118,173
Cash and Cash Equivalents - End of Year	\$ 2,246,110	\$ 2,062,197	\$ 186,705	\$ 144,153	\$ 2,432,815	\$ 2,206,350

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

November 18-19, 2020, Board of Trustees Meetings

THE OHIO STATE UNIVERSITY
STATEMENTS OF CASH FLOWS, Cont'd
Years Ended June 30, 2020 and June 30, 2019
(in thousands)

	Primary Institution		Discretely Presented Component Units		Total University	
	2020	2019	2020	2019	2020	2019
Reconciliation of Net Operating Income (Loss) to Net Cash Used by Operating Activities:						
Operating income (loss)	\$ (1,267,872)	\$ (873,255)	\$ 14,807	\$ 52,157	\$ (1,253,065)	\$ (821,098)
Adjustments to reconcile net operating income (loss) to net cash provided (used) by operating activities:						
Depreciation expense	425,012	413,039	10,272	8,777	435,284	421,816
Changes in assets and liabilities:						
Accounts receivable, net	110,490	(30,166)	4,735	(6,440)	115,225	(36,606)
Notes receivable, net	(4,743)	(19,447)	2,188	(778)	(2,555)	(20,225)
Accrued interest receivable	28	131	-	-	28	131
Inventories and prepaid expenses	(37,208)	(8,235)	364	11	(36,844)	(8,224)
Amounts due to/from primary institution	(27,036)	(3,924)	5,603	(5,943)	(21,433)	(9,867)
Net other post-employment benefit asset	(3,381)	(74,520)	-	-	(3,381)	(74,520)
Deferred outflows	448,217	(413,871)	24	31	448,241	(413,840)
Accounts payable and accrued liabilities	84,258	36,319	4,726	(6,192)	88,984	30,127
Medicare advance payment program	274,915	-	12,585	-	287,500	-
Self-insurance accruals	5,421	8,368	-	-	5,421	8,368
Amounts due to third-party payors - Health System	11,142	4,465	-	-	11,142	4,465
Deposits and advanced payments	(25,440)	5,609	806	(322)	(24,634)	5,287
Compensated absences	32,486	7,447	-	-	32,486	7,447
Refundable advances for Federal Perkins loans	(3,783)	840	-	-	(3,783)	840
Advance from concessionaire	(21,786)	(21,787)	-	-	(21,786)	(21,787)
Net pension liability	(690,029)	1,167,049	(136)	(100)	(690,165)	1,166,949
Net other post-employment benefit liability	120,189	89,862	(60)	(93)	120,129	89,769
Deferred inflows	548,207	(293,927)	(13)	(38)	548,194	(293,965)
Other liabilities	16,679	(1,754)	13,239	7,656	29,918	5,902
Net cash provided (used) by operating activities	\$ (4,234)	\$ (7,757)	\$ 69,140	\$ 48,726	\$ 64,906	\$ 40,969
Non Cash Transactions:						
Construction in process in accounts payable	\$ 33,503	\$ 32,180	\$ 9,534	\$ 3,925	\$ 43,037	\$ 36,105
Construction in process in concessionaire payable	102,867	31,878	-	-	102,867	31,878
Capital lease	10,970	10,958	-	-	10,970	10,958
Stock gifts	19,306	14,104	-	-	19,306	14,104
Net increase (decrease) in fair value of investments	88,869	84,113	(248)	(203)	88,621	83,910
Forgiveness of debt	-	-	-	2,000	-	2,000
Bond refunding placed in escrow	232,024	-	-	-	232,024	-

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

Notes to Financial Statements – Years Ended June 30, 2020 and 2019
(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, 2020 and 2019
(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, 2020 and 2019

(dollars in thousands)

- **Science and Technology Campus Corporation (SciTech)** – This non-profit organization, which was established to further development of the university's Science and Technology Campus, is fiscally dependent on the university.

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, 2020 and 2019.

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, 2020 and 2019
(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, 2020, the university has made commitments to limited partnerships totaling \$1,279,893 that have not yet been funded. These commitments may extend for a maximum of twelve 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, 2020 and 2019
(dollars in thousands)

Endowment Policy

All endowments are invested in the university's Long Term Investment Pool, which consists of 5,892 Board authorized funds and 219 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, 2020, the fair value of the university and Foundation gifted endowments is \$2,034,290, which is \$238,321 above the historical dollar value of \$1,795,969. Although the fair value of the gifted endowments in total exceeds the historical cost at June 30, 2020, there are 2,689 named funds that remain underwater. The fair value of these underwater funds at June 30, 2020 is \$858,109, which is \$78,992 below the historical dollar value of \$937,101.

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.

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, 2020 and 2019

(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

Derivative instruments are reported at fair value in the Statement of Net Position. The university has entered into interest-rate swap agreements, which are considered effective hedging derivatives. Changes in the fair value of these instruments are reported as deferred outflows in the Statement of Net Position. Additional information on derivative instruments is provided in Note 10.

Notes to Financial Statements – Years Ended June 30, 2020 and 2019
(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. In addition, amounts provided to the university under CARES Act grant programs are recognized as non-operating revenues as eligibility requirements are met.

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.

Notes to Financial Statements – Years Ended June 30, 2020 and 2019
(dollars in thousands)

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

Government Grants and Contracts

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

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

CARES Act Assistance

The Coronavirus Aid, Relief, and Economic Security (CARES) Act – which was enacted March 27, 2020 in response to the COVID-19 outbreak – includes provisions to provide support to individuals, companies and non-profit institutions in the form of loans, grants, tax changes and other types of relief. CARES Act Provider Relief Funds were distributed for lost revenues and healthcare related expenses due to operational changes to prepare for treating patients with COVID-19. During fiscal year 2020, the Health System and OSU Physicians received and recognized \$143,301 and \$11,805 in revenue, respectively, related to CARES Act Provider Relief Funds. The University received Higher Education Relief Funds of \$14,757 to provide emergency financial aid to students to mitigate the impacts of loss revenue and additional technology expenses associated with moving to online education. Amounts provided to the university under CARES Act grant programs are recognized as non-operating revenues in the Statement of Revenues, Expenses and Changes in Net Position as eligibility requirements are met.

To minimize the impact of disruptions in claims processing as a result of COVID-19, the Centers for Medicare & Medicaid Services (CMS) introduced an advanced payment program for health care providers as part of the CARES Act. The advance payments will be recovered from processing Medicare claims during the twelve-month repayment period, expected to begin during the 2021 fiscal year. To the extent the advances are not recovered during the repayment period, as defined by CMS, the advances are due on demand. The advances are interest free during the repayment period; however, if the Medical Centers elect an extended repayment period, interest will be charged at the prevailing Treasury rate. The Health System and OSU Physicians received \$274,915 and \$12,585, respectively, in Medicare advance payments. These amounts are considered short-term loans and are reported as current liabilities in the Statement of Net Position.

Notes to Financial Statements – Years Ended June 30, 2020 and 2019
(dollars in thousands)

OSU Health System Revenue

Net patient service revenue represents amounts received and the estimated realizable amounts due from patients and third-party payors for services rendered net of contractual allowances, charity care and bad debt expenses. Revenue received under third-party cost reimbursement agreements (primarily the federal Medicare and Medicaid programs) are subject to examination and retroactive adjustments by the agencies administering the programs. In the normal course of business, the Health System contests certain issues resulting from examination of prior years' reimbursement reports. The accompanying financial statements include provisions for estimated retroactive adjustments arising from such examinations and contested issues. The Health System recognizes settlements of protested adjustments or appeals upon resolution of the matters.

OSU Physicians Revenue

Net patient service revenue represents amounts received and the estimated realizable amounts due from patients and third-party payors for services rendered net of contractual allowances, charity care, self-pay discounts and bad debt expenses.

OSU Physicians (OSUP), a discretely presented component unit of the university, provides care to patients under various reimbursable agreements, including governmental and commercial payors (third party payors). These arrangements provide for payment for covered services at agreed-upon rates and under certain fee schedules and various discounts from charges. Provisions have been made in the financial statements for estimated contractual adjustments, representing the difference between the customary charges for services rendered and related reimbursements, and for administrative adjustments.

Charity Care and Community Benefit

Care is provided to patients regardless of their ability to pay. A patient is classified as charity care in accordance with policies established by the OSU Health System and OSUP. Because 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, 2020 and 2019 are \$52,589 and \$50,336, respectively, after applying a decrease of \$5,661 and \$3,443, 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, 2020 and 2019 are \$8,437 and \$7,856, 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.

Notes to Financial Statements – Years Ended June 30, 2020 and 2019
(dollars in thousands)

Change in Financial Reporting Entity

Effective March 3, 2020, the Science and Technology Campus Corporation (SciTech) adopted an Amended and Restated Code of Regulations which included new provisions on board composition and reserved powers for directors appointed by the university. As a result of these changes, SciTech is considered to be fiscally dependent on the university and is now subject to consolidation in the university's financial reports as a discretely presented component unit.

The cumulative effect of this change in the reporting entity was a \$16,629 increase in net position for the university's discretely presented component units as of July 1, 2018. The effects of the change in reporting entity in the university's financial statements for the year ended June 30, 2019 were as follows:

<i>Statement of Net Position - Primary Institution</i>	As Previously Reported	Effect of Change in Reporting Entity	As Restated
Notes receivable, net	\$ 60,750	\$ (11,934)	\$ 48,816
Total noncurrent assets	11,436,031	(11,934)	11,424,097
Total assets	15,616,919	(11,934)	15,604,985
Amounts due to (from) primary institution - current	(21,884)	(939)	(22,823)
Total current liabilities	1,604,291	(939)	1,603,352
Amounts due to (from) primary institution - noncurrent	(98,022)	(10,995)	(109,017)
Total noncurrent liabilities	9,057,241	(10,995)	9,046,246
Total liabilities	10,661,532	(11,934)	10,649,598

Notes to Financial Statements – Years Ended June 30, 2020 and 2019
(dollars in thousands)

<i>Statement of Net Position - Discretely Presented Component Units</i>	As Previously Reported	Effect of Change in Reporting Entity	As Restated
Cash and cash equivalents	\$ 138,936	\$ 5,218	\$ 144,154
Accounts receivable, net	63,003	593	63,596
Notes receivable - current portion, net	87	440	527
Inventories and prepaid expenses	4,597	46	4,643
Total Current Assets	245,479	6,297	251,776
Notes receivable, net	2,461	474	2,935
Other long-term investments	-	-	-
Capital assets, net	164,152	28,012	192,164
Total Noncurrent Assets	166,613	28,486	195,099
Total Assets	412,092	34,783	446,875
Accounts payable and accrued expenses	20,047	494	20,541
Deposits and advance payments for goods and services	2,111	225	2,336
Current portion of bonds, notes and leases payable	1,343	497	1,840
Amounts due to (from) primary institution - current	21,884	939	22,823
Total Current Liabilities	51,182	2,155	53,337
Bonds, notes and leases payable	18,161	759	18,920
Other noncurrent liabilities	24,603	1,961	26,564
Amounts due to (from) primary institution - noncurrent	98,022	10,995	109,017
Total Noncurrent Liabilities	140,982	13,715	154,697
Total Liabilities	192,164	15,870	208,034
Net investment in capital assets	143,730	15,581	159,311
Unrestricted	76,209	3,332	79,541
Total Net Position	219,939	18,913	238,852

Notes to Financial Statements – Years Ended June 30, 2020 and 2019
(dollars in thousands)

	As Previously Reported	Effect of Change in Reporting Entity	As Restated
Statement of Revenues, Expenses and Changes in Net Position - Discretely Presented Component Units			
Private grants and contracts	\$ 36,447	\$ 7,639	\$ 44,086
Total Operating Revenues	619,743	7,639	627,382
Public service	9,153	3,392	12,545
Depreciation	7,467	1,310	8,777
Total Operating Expenses	570,522	4,702	575,224
Net Operating Income (Loss)	49,221	2,937	52,158
Interest expense on plant debt	(960)	(653)	(1,613)
Net Non-operating Revenue	(21,226)	(653)	(21,879)
Income (Loss) before Changes in Net Position	27,995	2,284	30,279
Increase in Net Position	47,922	2,284	50,206

	As Previously Reported	Effect of Change in Reporting Entity	As Restated
Statement of Cash Flows - Discretely Presented Component Units			
Grant and contract receipts	\$ 51,383	\$ 6,183	\$ 57,566
Payments to vendors for supplies and services	(104,119)	(3,354)	(107,473)
Net cash provided (used) by operating activities	45,897	2,829	48,726
Other receipts (payments)	(6,578)	(895)	(7,473)
Net cash provided (used) by noncapital financing activities	(6,578)	(895)	(7,473)
Payments for purchase or construction of capital assets	(34,848)	(257)	(35,105)
Principal payments on capital debt and leases	(894)	(497)	(1,391)
Interest payments on capital debt and leases	(968)	(653)	(1,621)
Net cash (used) by capital financing activities	(28,904)	(1,407)	(30,311)
Net increase in cash	2,838	527	3,365
Cash and cash equivalents - beginning of year	136,098	4,691	140,789
Cash and cash equivalents - end of year	138,936	5,218	144,154

Notes to Financial Statements – Years Ended June 30, 2020 and 2019
(dollars in thousands)

Newly Issued Accounting Pronouncements

In order to provide temporary relief to governments in light of the COVID-19 pandemic, the GASB issued Statement No. 95, *Postponement of the Effective Dates of Certain Authoritative Guidance*. This Statement – which was issued in May 2020 and is effective immediately – extends the effective dates of certain accounting and financial reporting provisions in Statements and Implementation Guides that were first effective for reporting periods beginning after June 15, 2018. The effective dates of the accounting pronouncements listed below have been updated in accordance with Statement No. 95.

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, 2019 (FY2021).

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 June 15, 2021 (FY2022).

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, 2020 (FY2022) 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, 2019 (FY2021).

In March 2020, the GASB issued Statement No. 93, *Replacement of Interbank Offered Rates (IBOR)*. Due to global reference rate reform, the London Interbank Offered Rate (LIBOR) is expected to cease to exist at the end of 2021. This standard addresses accounting and financial reporting implications that result from the replacement of an IBOR. The standard is effective for periods beginning after December 31, 2021 (FY2023).

Notes to Financial Statements – Years Ended June 30, 2020 and 2019

(dollars in thousands)

In March 2020, the GASB issued Statement No. 94, *Public-Private and Public-Public Partnerships and Availability Payment Arrangements*. This standard addresses P3s and APAs and amends current guidance in GASB 60, *Accounting and Financial Reporting for Service Concession Arrangements*. In general, the standard applies the right-of-use model set forth in GASB 87 to P3 arrangements and provides accounting and disclosure guidance for both transferors and operators of governmental assets. The standard is effective for periods beginning after June 15, 2022 (FY2023).

In May 2020, the GASB issued Statement No. 96, *Subscription-Based Information Technology Arrangements*. This Statement requires recognition of a right-to-use subscription asset, initially measured as the sum of the initial subscription liability amount, payments made to the vendor before commencement of the subscription term, and capitalizable implementation costs. The subscription asset is then amortized over the subscription term. The requirements of this Statement are effective for fiscal years beginning after June 15, 2022 (FY2023), and all reporting periods thereafter.

In June 2020, the GASB issued Statement No. 97, *Certain Component Unit Criteria, and Accounting and Financial Reporting for Internal Revenue Code Section 457 Deferred Compensation Plans—an amendment of GASB Statements No. 14 and No. 84, and a supersession of GASB Statement No. 32*. This Statement clarifies how the absence of a governing board should be considered in determining whether a primary government is financially accountable for purposes of evaluating potential component units and modifies the applicability of certain component unit criteria as they relate to defined contribution pension plans, defined contribution OPEB plans, and other employee benefit plans. It also establishes accounting and financial reporting requirements for Section 457 plans that meet the definition of a pension plan and for benefits provided through those plans and modifies the investment valuation requirements for all Section 457 plans. The provisions that limit the applicability of the "absence of a governing board" and "financial burden" criteria to arrangements other than defined contribution plans would be effective immediately; other provisions would be effective for reporting periods beginning after June 15, 2021.

University management is currently assessing the impact that implementation of GASB Statements No. 84, 87, 89, 90, 94, 96 and 97 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.

NOTE 2 — CASH AND CASH EQUIVALENTS

At June 30, 2020, the carrying amount of the primary institution's cash, cash equivalents and restricted cash is \$2,246,110 as compared to bank balances of \$2,239,213. The differences in carrying amount and bank balances are caused by outstanding checks and deposits in transit.

Notes to Financial Statements – Years Ended June 30, 2020 and 2019

(dollars in thousands)

Of the bank balances, \$307,728 is covered by federal deposit insurance and \$1,931,485 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 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, 2020, the carrying amount of the discretely presented component units' cash, cash equivalents and restricted cash is \$186,705 as compared to bank balances of \$188,647. The differences in carrying amount and bank balances are caused by outstanding checks and deposits in transit. Of the bank balances, \$5,364 is covered by federal deposit insurance and \$183,283 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 \$144,154 as compared to bank balances of \$147,820. The differences in carrying amount and bank balances are caused by outstanding checks and deposits in transit. Of the bank balances, \$5,048 is covered by federal deposit insurance and \$142,772 is uninsured but collateralized by pools of securities pledged by the depository banks and held in the name of the respective banks.

NOTE 3 — INVESTMENTS

University investments are grouped into three major categories for financial reporting purposes: Temporary Investments, the Long-Term Investment Pool and Other Long-Term Investments.

Temporary Investments are amounts available for current operations. The target is to maximize value while protecting the liquidity of the assets. Temporary Investments include the following instruments with varying maturities: obligations of the U. S. Treasury and other federal agencies and instrumentalities, municipal and state bonds, corporate bonds, certificates of deposit, commercial paper, repurchase agreements, money market funds and mutual funds.

The Long-Term Investment Pool is a unitized investment pool consisting of gifted endowment funds of the university, gifted endowment funds of the OSU Foundation, and quasi-endowment funds which are internally designated funds that are to function as endowments.

The Long-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.

Notes to Financial Statements – Years Ended June 30, 2020 and 2019
(dollars in thousands)

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, 2020 and 2019
(dollars in thousands)

Total university investments by major category for the primary institution at June 30, 2020 and 2019 are as follows:

	Primary Institution	
	2020	2019
Temporary Investments	\$ 1,788,581	\$ 1,738,010
Long-Term Investment Pool:		
Gifted Endowment - University	1,038,113	1,070,008
Gifted Endowment - OSU Foundation	996,177	969,429
Quasi Endowment - Operating	1,363,204	1,289,534
Quasi Endowment - Designated	1,889,637	1,927,788
Total Long-Term Investment Pool	5,287,131	5,256,759
Securities Lending Collateral Investments	12,092	44,391
Other Long-Term Investments	301,676	219,455
Total Investments	\$ 7,389,480	\$ 7,258,615

Total university investments by investment type for the primary institution at June 30, 2020 are as follows:

	Primary Institution				
	Temporary	Long-Term	Other	Securities	Total
			Long-Term	Lending Collateral	
Investments	Investment Pool	Investments	Investments		
U.S. equity	\$ -	\$ 664,055	\$ -	\$ -	\$ 664,055
International equity	-	475,277	-	-	475,277
Equity mutual funds	84,580	445,874	21,526	-	551,980
U.S. government obligations	117,993	1,448	510	-	119,951
U.S. government agency obligations	135,206	-	-	-	135,206
Corporate bonds and notes	1,297,564	-	-	-	1,297,564
Bond mutual funds	90,223	-	16,435	-	106,658
Foreign government bonds	7,542	-	-	-	7,542
Real assets	8,999	526,131	22,089	-	557,219
Hedge funds	-	504,888	-	-	504,888
Private equity	-	1,225,211	220,507	-	1,445,718
Commercial paper	26,480	-	-	-	26,480
Cash and cash equivalents	-	1,444,247	-	-	1,444,247
Other	19,994	-	20,609	-	40,603
Securities Lending Collateral Assets:					
Repurchase agreements	-	-	-	4,877	4,877
Variable rate notes	-	-	-	525	525
Commercial Paper	-	-	-	1,300	1,300
Certificates of deposit	-	-	-	4,850	4,850
Cash and other adjustments	-	-	-	540	540
	\$ 1,788,581	\$ 5,287,131	\$ 301,676	\$ 12,092	\$ 7,389,480

Notes to Financial Statements – Years Ended June 30, 2020 and 2019
(dollars in thousands)

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

	Primary Institution				
	Temporary Investments	Long-Term Investment Pool	Other		Total
			Long-Term Investments	Securities 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)
	<u>\$ 1,738,010</u>	<u>\$ 5,256,759</u>	<u>\$ 219,455</u>	<u>\$ 44,391</u>	<u>\$ 7,258,615</u>

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

	2020	2019
Interest and dividends	\$ 194,485	\$ 197,877
Net increase in fair value of investments	88,869	84,112
Investment expenses	(52,164)	(52,326)
Total	<u>\$ 231,190</u>	<u>\$ 229,663</u>

Notes to Financial Statements – Years Ended June 30, 2020 and 2019
(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, 2020 and 2019
(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 Levelled – Cash is not measured at fair value and, thus, is not subject to the fair value disclosure requirements. Cash not subject to such requirements amounted to \$118,873 and \$37,109 at June 30, 2020 and 2019, respectively.

Investments by fair value category for the primary institution at June 30, 2020 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	\$ 664,055	\$ -	\$ -	\$ -	\$ 664,055
International equity	475,277	-	-	-	475,277
Equity mutual funds	198,477	-	-	353,503	551,980
U.S. government obligations	1,448	118,503	-	-	119,951
U.S. government agency obligations	-	135,206	-	-	135,206
Corporate bonds and notes	-	1,297,564	-	-	1,297,564
Bond mutual funds	106,658	-	-	-	106,658
Foreign government bonds	-	7,542	-	-	7,542
Real assets	15,743	-	93,357	448,119	557,219
Hedge funds	-	-	-	504,888	504,888
Private equity	-	-	273,589	1,172,129	1,445,718
Commercial paper	-	26,480	-	-	26,480
Cash equivalents	1,325,374	-	-	-	1,325,374
Other	-	19,543	21,060	-	40,603
Securities Lending Collateral Assets:					
Repurchase agreements	-	4,877	-	-	4,877
Variable rate notes	-	525	-	-	525
Commercial paper	-	1,300	-	-	1,300
Certificates of deposit	-	4,850	-	-	4,850
Other adjustments	542	(2)	-	-	540
	<u>\$ 2,787,574</u>	<u>\$ 1,616,388</u>	<u>\$ 388,006</u>	<u>\$ 2,478,639</u>	<u>\$ 7,270,607</u>

Notes to Financial Statements – Years Ended June 30, 2020 and 2019
(dollars in thousands)

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)
	<u>\$ 1,707,269</u>	<u>\$ 2,137,951</u>	<u>\$ 521,421</u>	<u>\$ 2,854,865</u>	<u>\$ 7,221,506</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, 2020 is as follows:

	Fair Value	Unfunded Commitments	Remaining Life	Redemption Notice Period	Redemption Restrictions
Equity mutual funds - non-public international	\$ 353,503	\$ -	No limit	1 to 30 days	None
Hedge funds - absolute return, credit, long/short equities	504,888	-	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	1,172,129	844,093	1-12 years	Partnerships ineligible for redemption	Not redeemable
Real assets - natural resources, real estate, infrastructure	448,119	199,050	1-12 years	Partnerships ineligible for redemption	Not redeemable
	<u>\$ 2,478,639</u>	<u>\$ 1,043,144</u>			

Notes to Financial Statements – Years Ended June 30, 2020 and 2019

(dollars in thousands)

Additional Risk Disclosures for Investments

GASB Statements No. 3 and 40 require certain additional disclosures related to the liquidity, interest-rate, custodial, credit and foreign currency risks associated with deposits and investments.

Liquidity risk – The university’s private equity and real asset investments are illiquid and subject to redemption restrictions in accordance with their respective governing documents.

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, 2020 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	\$ 119,951	\$ 18,089	\$ 92,464	\$ 9,398	\$ -
U.S. government agency obligations	-	4,045	22,649	24,953	83,453
Commercial paper	26,480	26,480	-	-	-
Corporate bonds	1,297,564	326,619	796,759	80,752	93,434
Bond mutual funds	106,658	1,800	66,342	23,578	14,938
Other governmental bonds	19,543	1,108	15,568	994	1,873
Foreign governmental bonds	7,542	-	7,542	-	-
Securities Lending Collateral:					
Repurchase agreements	4,877	4,877	-	-	-
Certificates of deposit	525	525	-	-	-
Commercial paper	1,300	1,300	-	-	-
Variable rate notes	4,850	4,850	-	-	-
Total	\$ 1,724,390	\$ 389,693	\$ 1,001,324	\$ 139,675	\$ 193,698

Notes to Financial Statements – Years Ended June 30, 2020 and 2019
(dollars in thousands)

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

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, 2020 and 2019
(dollars in thousands)

The credit ratings of the university's interest-bearing investments for the primary institution at June 30, 2020 are as follows:

	Primary Institution										
	Total	AAA	AA	A	BBB	BB	B	CCC	CC	C	Not Rated
U.S. government and agency obligations	\$ 255,157	\$ 6,431	\$ 165,407	\$ 77,729	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,590
Corporate bonds	1,297,564	94,714	225,727	468,096	354,052	26,780	2,774	-	-	-	125,421
Bond mutual funds	106,658	20,084	49,875	17,267	17,139	932	680	654	-	-	27
Foreign government bonds	7,542	2,957	1,809	352	-	-	-	-	-	-	2,424
Commercial paper	26,480	-	-	26,480	-	-	-	-	-	-	-
Other government bonds	19,543	575	9,493	7,317	922	-	-	-	-	-	1,236
Securities Lending Collateral:											
Repurchase agreements	4,877	-	-	-	-	-	-	-	-	-	4,877
Certificates of deposit	525	-	-	525	-	-	-	-	-	-	-
Commercial paper	1,300	-	-	1,300	-	-	-	-	-	-	-
Variable rate notes	4,850	-	925	3,925	-	-	-	-	-	-	-
Total	\$ 1,724,496	\$ 124,761	\$ 453,236	\$ 602,991	\$ 372,113	\$ 27,712	\$ 3,454	\$ 654	\$ -	\$ -	\$ 139,575

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

	Primary Institution										
	Total	AAA	AA	A	BBB	BB	B	CCC	CC	C	Not Rated
U.S. government and agency obligations	\$ 841,906	\$ 4,746	\$ 778,923	\$ 55,899	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,338
Corporate bonds	1,223,091	76,957	191,993	440,442	358,615	21,993	652	-	-	-	132,439
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	18,068	-	-	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	-	-	-	-	-	-	-	-	-	-	-
Variable rate notes	24,772	-	7,855	16,917	-	-	-	-	-	-	-
Total	\$ 2,256,962	\$ 104,755	\$ 1,045,019	\$ 540,794	\$ 370,770	\$ 23,908	\$ 1,305	\$ 721	\$ -	\$ -	\$ 169,690

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, 2020 and June 30, 2019.

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, 2020 and 2019
(dollars in thousands)

At June 30, 2020, exposure to foreign currency risk for the primary institution is as follows:

	Primary Institution					
	Common	Equity	Bond	Corporate	Foreign	Partnerships
	Stock	Mutual Funds	Mutual Funds	Bonds and Notes	Government Bonds	and Hedge Funds
Argentine Peso	\$ -	\$ -	10	\$ -	\$ -	-
Australian dollar	10,707	18,220	(17)	-	-	-
Bangladeshi taka	-	-	-	-	-	-
Brazilian real	4,197	10,345	20	-	-	-
Canadian dollar	12,121	10,611	136	-	-	-
Chilean peso	482	82	-	-	-	-
Chinese yuan	3,403	81,917	6	-	-	-
Columbian peso	153	26	-	-	-	-
Czech Republic koruna	83	422	2	-	-	-
Danish krone	6,695	4,842	12	-	-	-
Egyptian pound	110	17	-	-	-	-
Euro	138,326	64,318	338	2,136	514	108,723
Great Britain pound sterling	33,694	32,097	8	16,075	-	147,093
Hong Kong dollar	56,825	34,586	(2)	-	-	-
Hungarian forint	171	32	1	-	-	-
Iceland Krona	-	-	33	-	-	-
Indian rupee	6,536	6,898	-	-	-	-
Indonesian rupiah	1,180	1,989	3	-	-	-
Israeli shekel	162	6,909	9	-	-	-
Japanese yen	115,796	36,602	(4)	-	-	-
Kenyan Shilling	-	333	-	-	-	-
Kuwaiti dinar	-	76	-	-	-	-
Malaysian ringgit	1,493	751	1	-	-	-
Mexican peso	1,389	1,644	250	-	-	-
New Taiwan dollar	10,446	14,346	(18)	-	-	-
New Turkish lira	414	826	-	-	-	-
New Zealand dollar	306	926	143	-	-	-
Norwegian krone	4,451	1,945	82	-	-	-
Pakistan rupee	49	8	-	-	-	-
Peruvian nuevo sol	-	3	23	-	-	-
Philippine peso	657	1,031	-	-	-	-
Polish zloty	680	103	4	-	-	-
Qatarian rial	666	97	-	-	-	-
Romanian new leu	-	-	(1)	-	-	-
Russian ruble	2,112	334	9	-	-	-
Saudi Riyal	2,093	315	-	-	-	-
Singapore dollar	928	2,295	3	-	-	-
South African rand	2,948	2,749	-	-	-	-
South Korean Won	14,830	8,782	(6)	-	-	-
Sri Lanka rupee	-	-	-	-	-	-
Swedish krona	10,618	14,990	30	-	-	-
Swiss franc	28,265	13,724	(43)	-	-	19,763
Thailand bhat	1,876	2,081	-	-	-	-
UAE dirham	415	67	-	-	-	-
Total	\$ 475,277	\$ 377,339	\$ 1,032	\$ 18,211	\$ 514	\$ 275,579

Notes to Financial Statements – Years Ended June 30, 2020 and 2019
(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	-	-	-
Qatari riyal	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, 2020 and 2019

(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, 2020 and 2019 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, 2020, 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, 2020, securities loaned by the university amounted to a fair value of \$32,319 and were secured by collateral in the amount of \$34,499. The portion of this collateral that was received in cash amounted to \$12,091 and is reflected within the university's statement of net position as a current asset and a corresponding current liability.

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.

Notes to Financial Statements – Years Ended June 30, 2020 and 2019
(dollars in thousands)

NOTE 4 — ACCOUNTS, NOTES AND PLEDGES RECEIVABLE

Accounts receivable for the primary institution at June 30, 2020 and 2019 consist of the following:

	Primary Institution	
	2020	2019
Gross receivables - OSU Health System	\$ 973,045	\$ 1,171,862
Grant and contract receivables	68,675	94,218
Tuition and fees receivable	20,184	21,970
Receivables for departmental and auxiliary sales and services	45,574	51,667
State and federal receivables	14,237	12,382
Other receivables	70	28
Total receivables	1,121,785	1,352,127
Less: Allowances	595,103	716,803
Total receivables, net	\$ 526,682	\$ 635,324

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 \$17,673 and \$18,149 at June 30, 2020 and 2019, 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 \$145,279 in non-endowment pledges receivable and a related allowance for doubtful accounts of \$6,790 at June 30, 2020. The university recorded \$101,478 in non-endowment pledges receivable and a related allowance for doubtful accounts of \$5,787 at June 30, 2019.

Accounts receivable for the discretely presented component units at June 30, 2020 and 2019 consist of the following:

	Discretely Presented Component Units	
	2020	2019
Gross receivables - OSU Physicians	\$ 118,780	\$ 129,817
Other receivables	11,159	13,907
Total receivables	129,939	143,724
Less: Allowances for doubtful accounts	73,384	80,128
Total receivables, net	\$ 56,555	\$ 63,596

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

Notes to Financial Statements – Years Ended June 30, 2020 and 2019
(dollars in thousands)

NOTE 5 — CAPITAL ASSETS

Capital assets activity for the primary institution for the year ended June 30, 2020 is summarized as follows:

	Primary Institution			
	Beginning Balance	Additions	Retirements	Ending Balance
Capital assets not being depreciated:				
Land	\$ 92,809	\$ 15,380	\$ 53	\$ 108,136
Intangibles	18,413	150	-	18,563
Construction in progress	395,784	484,440	-	880,224
Total non depreciable assets	507,006	499,970	53	1,006,923
Capital assets being depreciated:				
Improvements other than buildings	922,499	28,271	-	950,770
Buildings and fixed equipment	6,735,607	168,253	1,124	6,902,736
Movable equipment, furniture and software	1,648,658	161,910	74,859	1,735,709
Library books	194,331	2,571	434	196,468
Total	9,501,095	361,005	76,417	9,785,683
Less: Accumulated depreciation	4,739,738	425,012	72,222	5,092,528
Total depreciable assets, net	4,761,357	(64,007)	4,195	4,693,155
Capital assets, net	\$ 5,268,363	\$ 435,963	\$ 4,248	\$ 5,700,078

The increase in construction in progress of \$484,440 in fiscal year 2020 represents the amount of capital expenditures for new projects of \$609,786, net of assets placed in service of \$125,346.

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.

Notes to Financial Statements – Years Ended June 30, 2020 and 2019
(dollars in thousands)

Capital assets activity for the discretely presented component units for the year ended June 30, 2020 is summarized as follows:

	Discretely Presented Component Units			
	Beginning Balance	Additions	Retirements	Ending Balance
Capital assets not being depreciated:				
Land	\$ 29,438	\$ 2,023	\$ -	\$ 31,461
Intangibles	62	-	36	26
Construction in progress	41,676	28,822	-	70,498
Total non depreciable assets	71,176	30,845	36	101,985
Capital assets being depreciated:				
Improvements other than buildings	29,694	1,460	2,886	28,268
Buildings and fixed equipment	134,029	27,601	1,704	159,926
Movable equipment, furniture and software	43,161	4,403	11,620	35,944
Total	206,884	33,464	16,210	224,138
Less: Accumulated depreciation	85,896	10,272	13,322	82,846
Total depreciable assets, net	120,988	23,192	2,888	141,292
Capital assets, net	\$ 192,164	\$ 54,037	\$ 2,924	\$ 243,277

The increase in construction in progress of \$28,822 in fiscal year 2020 represents the amount of capital expenditures for new projects of \$54,390, net of assets placed in service of \$25,568.

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	21,918	-	41,676
Total non depreciable assets	45,535	25,675	34	71,176
Capital assets being depreciated:				
Improvements other than buildings	26,623	3,705	634	29,694
Buildings and fixed equipment	146,509	5,036	17,516	134,029
Movable equipment, furniture and software	33,574	9,839	252	43,161
Total	206,706	18,580	18,402	206,884
Less: Accumulated depreciation	88,618	8,777	11,499	85,896
Total depreciable assets, net	118,088	9,803	6,903	120,988
Capital assets, net	\$ 163,623	\$ 35,478	\$ 6,937	\$ 192,164

The increase in construction in progress of \$21,918 in fiscal year 2019 represents the amount of capital expenditures for new projects of \$28,072, net of assets placed in service of \$6,154.

Notes to Financial Statements – Years Ended June 30, 2020 and 2019
(dollars in thousands)

The university recognized asset retirement obligations (AROs) of \$17,934 and \$17,337 at June 30, 2020 and 2019, 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, 2020 and 2019 consist of the following:

	Primary Institution	
	2020	2019
Payables to vendors for supplies and services	\$ 400,568	\$ 326,794
Accrued compensation and benefits	143,389	141,433
Retirement system contributions payable	55,826	84,622
Other accrued expenses	38,967	38,995
Total payables and accrued expenses	\$ 638,750	\$ 591,844

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, 2020 and 2019 consist of the following:

	Primary Institution	
	2020	2019
Current deposits and advance payments:		
Tuition and fees	\$ 47,900	\$ 45,827
Departmental and auxiliary sales and services	59,338	82,509
Affinity agreements	2,930	3,087
Advance from concessionaire	21,786	21,786
Grant and contract advances	122,426	113,290
Other deposits and advance payments	14,101	15,387
Total current deposits and advance payments	\$ 268,481	\$ 281,886
Advance from concessionaire	\$ 1,002,769	\$ 1,024,555
Other non-current deposits and advance payments:	83,779	101,089

Notes to Financial Statements – Years Ended June 30, 2020 and 2019

(dollars in thousands)

Deposits and advance payments for goods and services for the discretely presented component units at June 30, 2020 and 2019 consist of the following:

	Discretely Presented Component Units	
	2020	2019
Current deposits and advance payments:		
Unearned rental income and deposits - Campus Partners	\$ 1,579	\$ 1,439
Unearned revenues - Transportation Research Center	1,095	672
Unearned rental income - SciTech	467	225
Total current deposits and advance payments	\$ 3,141	\$ 2,336
Non-current deposits and advance payments:		
Unearned rental income - Campus Partners	\$ 37,440	\$ 24,604
Unearned rental income - SciTech	1,775	1,960
Total (shown as other non-current liabilities)	\$ 39,215	\$ 26,564

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, 2016, 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 – 6/30/20	\$85,000
7/1/15 – 6/30/16	\$75,000
7/1/08 – 6/30/15	\$55,000
7/1/06 – 6/30/08	\$40,000
7/1/05 – 6/30/06	\$35,000
7/1/02 – 6/30/05	\$25,000
7/1/97 – 6/30/02	\$15,000
9/30/94 – 6/30/97	\$10,000

Notes to Financial Statements – Years Ended June 30, 2020 and 2019

(dollars in thousands)

The limits are in excess of underlying policies with limits of \$4,000 per occurrence and \$18,000 in the aggregate. For the year ended June 30, 2020, Oval reinsured, in excess of the self-insured retention, 100% of the first \$25,000 of risk to Berkley Hathaway Speciality Insurance. 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 Arch Specialty Insurance Company and above that the Company ceded the remaining \$10,000 of the risk to Liberty Specialty Markets Bermuda Limited.

The estimated liability and the related contributions to the trustee fund are based upon an independent actuarial determination as of June 30, 2020. 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, 2020 of the anticipated future payments on gross claims is estimated at its present value of \$56,749 discounted at an estimated rate of 3% (university funds) and an additional \$19,417 discounted at an estimated rate of 3% (Oval Limited).

Although actual experience upon the ultimate disposition of the claims may vary from this estimate, the self-insurance fund assets of \$204,872 (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, 2020, and the surplus of \$128,706 is included in unrestricted net position.

At June 30, 2019, the anticipated future payments on gross claims was 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). 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) were more than the recorded liability at June 30, 2019, and the surplus of \$135,136 was included in unrestricted net position.

Employee Health Insurance

The university is also self-insured for employee health insurance. As of June 30, 2020 and 2019, \$32,583 and \$37,016, 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, 2020 and 2019, respectively, \$18,102 and \$19,276, are recorded as a liability relating to both claims received but not paid and estimates of claims incurred but not yet reported.

Notes to Financial Statements – Years Ended June 30, 2020 and 2019
(dollars in thousands)

Changes in reported self-insurance liabilities for the primary institution since June 30, 2018 result from the following activities:

	Malpractice		Health		Workers' Compensation	
	2020	2019	2020	2019	2020	2019
Liability at beginning of fiscal year	\$ 70,339	\$ 70,328	\$ 37,016	\$ 32,997	\$ 19,276	\$ 20,112
Current year provision for losses	9,036	5,381	373,448	348,520	5,166	6,273
Claim payments	(3,209)	(5,370)	(377,881)	(344,501)	(6,340)	(7,109)
Balance at fiscal year end	\$ 76,166	\$ 70,339	\$ 32,583	\$ 37,016	\$ 18,102	\$ 19,276

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.

Debt activity for the primary institution for the year ended June 30, 2020 is as follows:

	Primary Institution				
	Beginning Balance	Additions	Reductions	Ending Balance	Current Portion
Direct Borrowings and Direct Placements - Notes:					
WOSU	\$ 1,826	\$ -	\$ 159	\$ 1,667	\$ 159
OH Air Quality Note Series A	2,198	-	427	1,771	433
OH Air Quality Note Series B	2,340	-	-	2,340	-
St. Stephens Church Note	2,573	-	84	2,489	88
Direct Borrowings and Direct Placements - Other:					
Capital Lease Obligations	21,001	10,958	7,261	24,698	9,972
Ohio State Energy Partners	41,672	102,811	2,551	141,932	7,570
General Receipts Bonds - Fixed Rate:					
2010A, due serially through 2020	16,325	-	10,200	6,125	6,125
2010C, due 2040	654,785	-	-	654,785	-
2010D, due serially through 2032	84,625	-	-	84,625	4,635
2011, due 2111	500,000	-	-	500,000	-
2012A, due 2030	58,220	-	8,910	49,310	7,870
2012B, due 2033	12,035	-	1,510	10,525	1,540
2014A, due serially through 2044	126,810	-	2,560	124,250	2,690
2016A, due serially through 2111	600,000	-	-	600,000	-
2016B, due serially through 2030	20,465	-	2,930	17,535	1,405
2017, due serially through 2028	69,950	-	7,035	62,915	7,320
2020A, due serially through 2030	-	185,995	-	185,995	7,195
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	-	13,810	3,350	3,350
1999B1, due serially through 2029	10,765	-	9,125	1,640	1,640
2001, due serially through 2032	53,035	-	46,270	6,765	6,765
2003C, due serially through 2031	44,960	-	39,770	5,190	5,190
2005B, due serially through 2035	62,730	-	54,610	8,120	8,120
2008B, due serially through 2028	86,025	-	68,375	17,650	17,650
2010E, due serially through 2035	150,000	-	25,000	125,000	125,000
2014B, due serially through 2044	150,000	-	-	150,000	150,000
	3,127,455	299,764	300,587	3,126,632	374,717
	73,328	46,029	4,812	114,545	-
Unamortized Bond Premiums					
Total outstanding debt	\$ 3,200,783	\$ 345,793	\$ 305,399	\$ 3,241,177	\$ 374,717

Notes to Financial Statements – Years Ended June 30, 2020 and 2019
(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, 2020 and 2019
(dollars in thousands)

Debt activity for the discretely presented component units for the year ended June 30, 2020 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	\$ 11,673	\$ -	\$ 333	\$ 11,340	\$ 586
OSU Physicians - Term Loan Payable, due 2023	1,347	-	510	837	277
TRC Ohio Development Service Agency Note Payable	4,691	-	237	4,454	237
Campus Partners - Columbus Foundation Note Payable	1,747	-	1,747	-	-
SciTech - Project Notes Series 2001	670	-	330	340	340
SciTech - Credit Facility	586	-	167	419	167
Campus Partners PPP Loan	-	288	-	288	-
Campus Partners EIDL Loan	-	160	-	160	-
Campus Partners Finance Fund Loan	-	59	-	59	-
Capital Lease Obligations	46	-	46	-	-
Total outstanding debt	\$ 20,760	\$ 507	\$ 3,370	\$ 17,897	\$ 1,607

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	-	-
SciTech - Project Notes Series 2001	990	-	320	670	330
SciTech - Credit Facility	763	-	177	586	167
Capital Lease Obligations	97	4	55	46	46
Total outstanding debt	\$ 24,117	\$ 401	\$ 3,758	\$ 20,760	\$ 1,840

Notes to Financial Statements – Years Ended June 30, 2020 and 2019

(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		
2021	\$ 356,495	\$ 131,284	\$ 18,222	\$ 10,071	\$ 516,072	
2022	57,345	128,476	14,654	9,603	210,078	
2023	65,100	125,865	13,787	8,850	213,602	
2024	61,075	122,753	11,102	8,693	203,623	
2025	55,115	119,916	7,836	8,026	190,893	
2026-2030	249,060	562,396	40,348	31,882	883,686	
2031-2035	120,500	521,048	28,987	19,969	690,504	
2036-2040	780,890	497,150	26,293	10,188	1,314,521	
2041-2045	106,155	249,984	13,668	2,778	372,585	
2046-2050	350,000	190,540	-	-	540,540	
2051-2055	-	170,600	-	-	170,600	
2056-2060	250,000	135,180	-	-	385,180	
2061-2065	-	120,000	-	-	120,000	
2066-2070	-	120,000	-	-	120,000	
2071-2075	-	120,000	-	-	120,000	
2076-2080	-	120,000	-	-	120,000	
2081-2085	-	120,000	-	-	120,000	
2086-2090	-	120,000	-	-	120,000	
2091-2195	-	120,000	-	-	120,000	
2096-2100	-	120,000	-	-	120,000	
2101-2105	-	120,000	-	-	120,000	
2106-2110	-	120,000	-	-	120,000	
2111-2115	500,000	500,000	-	-	1,000,000	
	<u>\$ 2,951,735</u>	<u>\$ 4,655,192</u>	<u>\$ 174,897</u>	<u>\$ 110,060</u>	<u>\$ 7,891,884</u>	

Notes to Financial Statements – Years Ended June 30, 2020 and 2019
(dollars in thousands)

Maturities and interest on debt obligations for the next five years and in five-year periods for the discretely presented component units are as follows:

	Discretely Presented Component Units		
	Direct Borrowings and Direct Placements		
	Principal	Interest	Total
2021	\$ 1,607	\$ 33	\$ 1,640
2022	1,879	41	1,920
2023	1,297	38	1,335
2024	957	34	991
2025	977	31	1,008
2026-2030	5,194	105	5,299
2031-2035	5,215	22	5,237
2036-2040	771	-	771
	\$ 17,897	\$ 304	\$ 18,201

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 \$313,597 for future debt service which is included in unrestricted net position.

Notes to Financial Statements – Years Ended June 30, 2020 and 2019

(dollars in thousands)

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, 2020
General Receipts Bonds:		
Series 1997	12,260	12,260
Series 1999	6,560	6,560
Series 2001	43,080	43,080
Series 2003C	34,765	34,765
Series 2005	45,425	45,425
Series 2008	60,080	60,080
Series 2010D	4,376	4,281
Series 2010E	25,000	25,000
	<u>\$ 231,546</u>	<u>\$ 231,451</u>

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

Special-Purpose General Receipts Bonds

In January 2013, the university issued \$337,955 of Special Purpose General Receipts Bonds, Series 2013A. These bonds are solely payable from, and secured by, a pledge of the gross revenues of Special Purpose Revenue Facilities. Special Purpose Revenue Facilities are defined in the Series 2013 Supplement as all housing and dining facilities and such auxiliary facilities as shall constitute recreation facilities owned by the university. The bond indenture agreement includes a debt covenant, requiring the university "to set rates, charges and fees in each Fiscal Year so as to cause Special Purpose Pledged Revenues to be in an amount not less than 1.10 times the aggregate debt service for the then-current Fiscal Year on all Special Purpose General Receipts Obligations." At June 30, 2020, the university is in compliance with this covenant. Condensed financial information for the Special Purpose Revenue Facilities is provided in Note 23.

Notes to Financial Statements – Years Ended June 30, 2020 and 2019
(dollars in thousands)

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, 2020 are as follows:

Series:	Interest Rate Not to Exceed	Effective Average Interest Rate
1997	12%	1.459%
1999B1	12%	1.273%
2001	12%	1.096%
2003C	12%	1.411%
2005B	12%	1.025%
2008B	12%	0.549%
2010E	8%	0.504%
2014B1	not specified	0.776%
2014B2	not specified	0.788%

At the discretion of the university, the interest rate on the bonds can be converted to a fixed rate. The bonds may be redeemed by the university or sold by the bondholders to a remarketing agent appointed by the university at any time prior to conversion to a fixed rate at a price equal to the principal amount plus accrued interest.

The university's variable rate demand bonds mature at various dates through 2044. GASB Interpretation No. 1, *Demand Bonds Issued by State and Local Governmental Entities*, provides guidance on the statement of net position classification of these bonds. Under GASB Interpretation No. 1, outstanding principal balances on variable rate demand bonds may be classified as non-current liabilities if the issuer has entered into a "take-out agreement" to convert bonds "put" but not resold into some other form of long-term obligation. In the absence of such an agreement, the total outstanding principal balances for these bonds are required to be classified as current liabilities.

Although it is the university's intent to repay its variable rate demand bonds in accordance with the maturities set forth in the bond offering circulars, the university does not have "take-out agreements" in place per the GASB Interpretation No. 1 requirements. Accordingly, the university has classified the total outstanding principal balances on its variable rate demand bonds as current liabilities. The obligations totaled \$317,715 and \$574,675 at June 30, 2020 and 2019, respectively.

Notes to Financial Statements – Years Ended June 30, 2020 and 2019
(dollars in thousands)

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, 2020 are \$33,088 and \$24,698, respectively. The original cost and lease obligations related to these capital leases as of June 30, 2019 are \$33,708 and \$21,000, 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, 2020 and 2019 for the primary institution were \$121,125 and \$123,584. Of these amounts, interest of \$4,746 and \$8,500 were capitalized. The remaining amounts of \$116,379 and \$115,084 for the years ended June 30, 2020 and 2019, respectively, are reported as interest expense in the statement of revenues, expenses and changes in net position.

NOTE 10 – DERIVATIVE INSTRUMENTS

In connection with the anticipated refunding of the university's Series 2013A Special Purpose General Receipts Bonds in June 2023, the university has entered into two forward-starting pay fixed/receive floating interest rate swap agreements to convert all or a portion of the associated variable rate debt (anticipated June 2023) to synthetic fixed rates to protect against the potential of rising interest rates.

The terms of the two agreements are summarized below (\$ in 1,000s):

	Notional Amount	University Pays	University Receives	Effective Date	Termination Date	Par Cancellation Option	Counterparty Credit Rating
Swap Agreement 1	\$ 164,400	1.188% Fixed Rate	Variable rate based on Securities Industry and Financial Markets Association (SIFMA) Municipal Swap Index	June 1, 2023	June 1, 2043	6/1/2035 at University's option	A1/A
Swap Agreement 2	\$ 164,400	1.264% Fixed Rate	Variable rate based on SIFMA Municipal Swap Index	June 1, 2023	June 1, 2043	6/1/2035 at University's option	Aa2/A+

The forward-starting pay fixed/receive floating interest rate swap agreements are considered effective hedging derivatives as of June 30, 2020. The fair value of these swaps generally represents the estimated amount that the university would pay to terminate the swap agreements at the statement of net position date taking into account market interest rates as of June 30, 2020. The valuation inputs used to determine the fair value of these instruments are considered Level 2, as they rely on observable inputs other than quoted market prices. The notional amount represents the underlying reference of the instrument and does not represent the amount of the university's settlement obligations.

Notes to Financial Statements – Years Ended June 30, 2020 and 2019
(dollars in thousands)

Fair values, changes in fair value and financial classification of the swap agreements are summarized below:

Effective hedging derivatives: floating-to-fixed interest rate swaps	Amount	Financial Statement Classification
Fair Value as of June 30, 2020	\$ (6,629)	Other non-current liability
Change in Fair Value for Year Ended June 30, 2020	\$ (6,629)	Deferred outflows - other

Using rates in effect as of June 30, 2020, the projected cash flows for the pay fixed/receive floating interest rate swaps deemed effective cash flow hedges, along with the debt service requirements of the associated variable rate debt (anticipated June 2023), are summarized as follows:

	Primary Institution			
	Variable Rate Bonds		Swap	Total
	Principal	Interest	Payments, Net	Payments
2024	-	427	3,933	4,360
2025	-	427	3,933	4,360
2026	-	427	3,933	4,360
2027	-	427	3,933	4,360
2028-2032	74,945	2,010	18,487	95,442
2033-2037	110,820	1,366	12,564	124,750
2038-2042	118,415	626	5,759	124,800
2043	24,640	32	295	24,967
	328,820	5,742	52,837	387,399

Hedging Derivative Instrument Risk Factors

By using derivative financial instruments to hedge exposure to changes in interest rates, the university is exposed to certain risk factors. A discussion of the risk factors applicable to the university's swaps and the steps that have been taken to mitigate each risk factor is presented below.

Termination Risk

There is termination risk with pay fixed/receive floating interest rate swaps as the university or swap counterparty may terminate a swap if the other party fails to perform under the terms of the contract. The swaps also contain ratings-based termination provisions where a swap agreement may be terminated if the counterparty's or the university's General Receipts credit ratings fall below Baa2 or BBB. The university's swaps specify Market Quotation, Second Method as the method for determining the termination value. Additionally, the university holds a par cancellation option which enables the university to cancel the swap at no cost starting June 1, 2035. This option also acts to limit the calculation of negative fair value to just the years remaining between the termination date and the date of the par termination option, which in turn mitigates any potential termination payment which may be owed by the university.

Notes to Financial Statements – Years Ended June 30, 2020 and 2019

(dollars in thousands)

Credit Risk

Contracts with positive fair values to the university expose the university to credit risk to the extent the counterparty is unable to pay the termination value upon a Termination Event or an Event of Default. As a mitigant to this risk, the university's swaps include non-parallel collateral posting thresholds under which the counterparties must post collateral if the counterparties' ratings fall to the A+/A1 ratings category for fair values in excess of \$75 million, with that threshold declining at each lower ratings category until reaching a threshold of \$5 million at BBB/Baa2. No collateral had been posted at June 30, 2020.

NOTE 11 — 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 \$26,458 and \$19,692 for the years ended June 30, 2020 and 2019, respectively.

Future minimum payments for all significant operating leases with initial or remaining terms in excess of one year as of June 30, 2020 are as follows:

Year Ending June 30,	<u>Primary Institution</u>	<u>Discretely Presented Component Units</u>
2021	\$ 21,360	\$ 7,705
2022	19,818	5,111
2023	17,839	4,618
2024	12,793	3,851
2025	12,805	3,607
2026-2030	56,530	19,718
2031-2035	13,339	5,078
2036-2040	772	-
2041-2045	1,018	-
2046-2050	1,071	-
2051-2055	1,249	-
2056-2060	1,368	-
2061-2065	1,368	-
2066 and beyond	262	-
Total minimum lease payments	<u>\$ 161,592</u>	<u>\$ 49,688</u>

Notes to Financial Statements – Years Ended June 30, 2020 and 2019
(dollars in thousands)

NOTE 12 — COMPENSATED ABSENCES

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

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

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

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

Certain employees of the university (mostly classified civil service employees) receive compensation time in lieu of overtime pay. Any unused compensation time must be paid to the employee at termination or retirement.

NOTE 13 — OTHER LIABILITIES

Other liability activity for the primary institution for the year ended June 30, 2020 is as follows:

	Primary Institution				
	Beginning Balance	Additions	Reductions	Ending Balance	Current Portion
Compensated absences	\$ 192,940	\$ 48,024	\$ 15,403	\$ 225,561	\$ 15,403
Self-insurance accruals	126,631	382,121	381,901	126,851	38,923
Amounts due to third party payors	76,470	43,395	9,046	110,819	50,303
Irrevocable split-interest agreements	31,727	7,045	3,655	35,117	3,264
Refundable advances for Federal Perkins loans	33,478	-	3,783	29,695	-
Other noncurrent liabilities	122,292	-	18,037	104,255	-
Other current liabilities	-	316	-	316	316
	<u>\$ 583,538</u>	<u>\$ 480,901</u>	<u>\$ 431,825</u>	<u>\$ 632,614</u>	<u>\$ 108,209</u>

Notes to Financial Statements – Years Ended June 30, 2020 and 2019
(dollars in thousands)

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>

NOTE 14 — 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, 2020 is as follows:

Year Ending June 30,	
2021	\$ 4,056
2022	3,640
2023	3,404
2024	2,616
2025	1,361
2026-2030	2,967
2031-2035	1,005
2036-2040	110
2041-2045	10
2046-2050	10
2051-2055	10
Total minimum future rentals	<u>\$ 19,189</u>

Notes to Financial Statements – Years Ended June 30, 2020 and 2019
(dollars in thousands)

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, 2020 is as follows:

Year Ending June 30,	
2021	\$ 22,701
2022	5,817
2023	5,095
2024	4,742
2025	4,438
2026-2030	14,046
2031-2035	4,088
2036-2040	83
2041-2045	37
Total minimum future rentals	<u>\$ 61,047</u>

NOTE 15 — 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, 2020 and 2019 are summarized as follows:

	Year Ended June 30, 2020				
	Primary Institution				
	Compensation and Benefits	Supplies and Services	Scholarships and Fellowships	Depreciation	Total
Instruction	\$ 981,056	\$ 115,198	\$ -	\$ -	\$ 1,096,254
Separately budgeted research	360,402	177,510	-	-	537,912
Public service	108,396	79,458	-	-	187,854
Academic support	212,169	38,505	-	-	250,674
Student services	76,683	18,387	-	-	95,070
Institutional support	239,028	139,524	-	-	378,552
Operation and maintenance of plant	34,247	88,202	-	-	122,449
Scholarships and fellowships	7,802	1,957	130,611	-	140,370
Auxiliary enterprises	185,666	134,726	-	-	320,392
OSU Health System	1,733,288	1,611,879	-	-	3,345,167
Depreciation	-	-	-	425,012	425,012
Total operating expenses	<u>\$ 3,938,737</u>	<u>\$ 2,405,346</u>	<u>\$ 130,611</u>	<u>\$ 425,012</u>	<u>\$ 6,899,706</u>

Notes to Financial Statements – Years Ended June 30, 2020 and 2019
(dollars in thousands)

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

NOTE 16 — 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).

Notes to Financial Statements – Years Ended June 30, 2020 and 2019
(dollars in thousands)

The collective net pension liabilities of the retirement systems and the university's proportionate share of these liabilities as of June 30, 2020 are as follows:

	<u>STRS-Ohio</u>	<u>OPERS</u>	<u>Total</u>
Net pension liability - all employers	\$ 22,114,399	\$ 19,553,374	
Proportion of the net pension liability - university	4.7%	10.2%	
Proportionate share of net pension liability	\$ 1,040,149	\$ 1,984,881	\$ 3,025,030

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:

	<u>STRS-Ohio</u>	<u>OPERS</u>	<u>Total</u>
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 OPEB liabilities of the retirement systems and the university's proportionate share of these liabilities as of June 30, 2020 are as follows:

	<u>STRS-Ohio</u>	<u>OPERS</u>	<u>Total</u>
Net OPEB (asset) liability - all employers	\$ (1,656,240)	\$ 13,812,598	
Proportion of the net OPEB (asset) liability - university	4.7%	10.4%	
Proportionate share of net OPEB (asset) liability	\$ (77,901)	\$ 1,436,889	\$ 1,358,988

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:

	<u>STRS-Ohio</u>	<u>OPERS</u>	<u>Total</u>
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

Notes to Financial Statements – Years Ended June 30, 2020 and 2019
(dollars in thousands)

Deferred outflows of resources and deferred inflows of resources for pensions were related to the following sources as of June 30, 2020:

	STRS-Ohio	OPERS	Total
Deferred Outflows of Resources:			
Differences between expected and actual experience	\$ 8,469	\$ 1,582	\$ 10,051
Changes in assumptions	122,186	107,584	229,770
Net difference between projected and actual earnings on pension plan investments	-	-	-
Changes in proportion of university contributions	1,187	5,966	7,153
University contributions subsequent to the measurement date	82,656	116,139	198,795
Total	\$ 214,498	\$ 231,271	\$ 445,769
Deferred Inflows of Resources:			
Differences between expected and actual experience	\$ 4,503	\$ 32,072	\$ 36,575
Net difference between projected and actual earnings on pension plan investments	50,837	399,896	450,733
Changes in proportion of university contributions	-	40	40
Total	\$ 55,340	\$ 432,008	\$ 487,348

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, 2020 and 2019
(dollars in thousands)

Deferred outflows of resources and deferred inflows of resources for OPEB were related to the following sources as of June 30, 2020:

	STRS-Ohio	OPERS	Total
Deferred Outflows of Resources:			
Differences between expected and actual experience	\$ 7,062	\$ 36	\$ 7,098
Changes in assumptions	1,638	227,196	228,834
Net difference between projected and actual earnings on OPEB plan investments	-	-	-
Changes in proportion of university contributions	135	3,562	3,697
University contributions subsequent to the measurement date	-	-	-
Total	\$ 8,835	\$ 230,794	\$ 239,629
Deferred Inflows of Resources:			
Differences between expected and actual experience	\$ 3,963	\$ 131,362	\$ 135,325
Changes in assumptions	85,409	-	85,409
Net difference between projected and actual earnings on pension plan investments	4,893	72,837	77,730
Changes in proportion of university contributions	-	-	-
Total	\$ 94,265	\$ 204,199	\$ 298,464

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, 2020 and 2019

(dollars in thousands)

Net deferred outflows of resources and deferred inflows of resources related to pensions will be recognized in pension expense during the years ending June 30 as follows:

	STRS-Ohio	OPERS	Total
2021	145,882	75,271	221,153
2022	13,342	(125,155)	(111,813)
2023	(6,062)	11,056	4,994
2024	5,997	(161,519)	(155,522)
2025	-	(193)	(193)
2026 and Thereafter	-	(197)	(197)
Total	\$ 159,159	\$ (200,737)	\$ (41,578)

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
2021	(18,598)	39,896	21,298
2022	(18,598)	18,721	123
2023	(16,701)	(756)	(17,457)
2024	(15,996)	(31,267)	(47,263)
2025	(15,574)	-	(15,574)
2026 and Thereafter	37	-	37
Total	\$ (85,430)	\$ 26,594	\$ (58,836)

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	Pensions -- The annual retirement allowance based on final average salary multiplied by 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.	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.

Notes to Financial Statements – Years Ended June 30, 2020 and 2019
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	STRS-Ohio	OPERS
	<p>Eligibility changes will be phased in until Aug. 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. Eligibility changes for DB Plan members who retire with actuarially reduced benefits will be phased in until Aug. 1, 2023 when retirement eligibility will be five years of qualifying service credit and age 60, or 30 years of service credit at any age.</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, 2021. 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 \$312.8 million or 64% of the total health care costs in fiscal 2019 (excluding deductibles, coinsurance and copayments).</p> <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, 2019, STRS Ohio received \$84.8 million in Medicare Part D reimbursements.</p>	<p>For Groups A and B, the annual benefit is based on 2.2% of FAS multiplied by the actual years of service for the first 30 years of service credit and 2.5% for years of service in excess of 30 years. For Group C, the annual benefit applies a factor of 2.2% for the first 35 years and a factor of 2.5% for the years of service in excess of 35. FAS represents the average of the three highest years of earnings over a member’s career for Groups A and B. Group C is based on the average of the five highest years of earnings over a member’s career. The base amount of a member’s pension benefit is locked in upon receipt of the initial benefit payment for calculation of annual cost-of-living adjustment.</p> <p>OPEB – The Ohio Revised Code permits, but does not require, OPERS to offer post-employment health care coverage. The ORC allows a portion of the employers’ contributions to be used to fund health care coverage. The health care portion of the employer contribution rate for the Traditional Pension Plan and Combined Plan is comparable, as the same coverage options are provided to participants in both plans. Beginning January 1, 2015, the service eligibility 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.</p>

Notes to Financial Statements – Years Ended June 30, 2020 and 2019
(dollars in thousands)

	STRS-Ohio	OPERS
		<p>Additional details on health care coverage can be found in the Plan Statement in the OPERS 2019 CAFR.</p> <p>OPERS no longer participates in the Medicare Part D program as of December 31, 2016.</p>
Cost-of-Living Adjustments (COLAs)	Effective July 1, 2017, the COLA was reduced to 0%.	<p>Once a benefit recipient retiring under the Traditional Pension Plan has received benefits for 12 months, current law provides for an annual COLA.</p> <p>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 2020, current law provides that the adjustment will be based on the average percentage increase in the Consumer Price Index, capped at 3%.</p>
Contribution Rates	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, 2019, 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 2019, 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, 2019	December 31, 2019 (OPEB is rolled forward from December 31, 2018 actuarial valuation date)
Actuarial Assumptions	Valuation Date: June 30, 2019 for pensions and OPEB Actuarial Cost Method: Individual entry age Investment Rate of Return: 7.45% Inflation: 2.50%	Valuation Date: December 31, 2019 for pensions; December 31, 2018 for OPEB Actuarial Cost Method: Individual entry age Investment Rate of Return: 7.2% for pensions; 6.0% for OPEB Inflation: 3.25%

Notes to Financial Statements – Years Ended June 30, 2020 and 2019
(dollars in thousands)

	STRS-Ohio	OPERS
	<p>Projected Salary Increases: 12.50% at age 20 to 2.50% at age 65 Cost-of-Living Adjustments: 0% effective July 1, 2017 Payroll Increases: 3.00% Health Care Cost Trends: 4.9% to 9.6% initial; 4% ultimate</p>	<p>Projected Salary Increases: 3.25% - 10.75% Cost-of-Living Adjustments: Pre-1/7/2013 Retirees: 3.00% Simple Post-1/7/2013 Retirees: 1.40% Simple through 2020, then 2.15% Simple Health Care Cost Trends: 10.5% initial; 3.50% ultimate</p>
Mortality Rates	<p>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.</p>	<p>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.</p> <p>Post-retirement mortality rates are based on the RP-2014 Healthy Annuitant mortality table for males and females, adjusted for mortality improvement back to the observation period base year of 2006. The base year for males and females was then established to be 2015 and 2010, respectively. Post-retirement mortality rates for disabled retirees are based on the RP-2014 Disabled mortality table for males and females, adjusted for mortality improvement back to the observation period base year of 2006. The base year 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.</p>
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.</p>	<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>

Notes to Financial Statements – Years Ended June 30, 2020 and 2019
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	<p>STRS-Ohio</p> <p>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>OPERS</p> <p>The following table displays the Board-approved asset allocation policy for defined benefit pension assets for 2019 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>25.0%</td> <td>1.83%</td> </tr> <tr> <td>Domestic Equity</td> <td>19.0%</td> <td>5.75%</td> </tr> <tr> <td>Real Estate</td> <td>10.0%</td> <td>5.20%</td> </tr> <tr> <td>Private Equity</td> <td>12.0%</td> <td>10.70%</td> </tr> <tr> <td>International Equity</td> <td>21.0%</td> <td>7.66%</td> </tr> <tr> <td>Other Investments</td> <td>13.0%</td> <td>4.98%</td> </tr> <tr> <td>Total</td> <td>100.0%</td> <td></td> </tr> </tbody> </table> <p>* Returns presented as arithmetic means</p> <p>The following table displays the Board-approved asset allocation policy for health care assets for 2019 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>36.0%</td> <td>1.53%</td> </tr> <tr> <td>Domestic Equities</td> <td>21.0%</td> <td>5.75%</td> </tr> <tr> <td>REITs</td> <td>6.0%</td> <td>5.69%</td> </tr> <tr> <td>International Equities</td> <td>23.0%</td> <td>7.66%</td> </tr> <tr> <td>Other Investments</td> <td>14.0%</td> <td>4.90%</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	25.0%	1.83%	Domestic Equity	19.0%	5.75%	Real Estate	10.0%	5.20%	Private Equity	12.0%	10.70%	International Equity	21.0%	7.66%	Other Investments	13.0%	4.98%	Total	100.0%		Asset Class	Target Allocation	Long Term Expected Return*	Fixed Income	36.0%	1.53%	Domestic Equities	21.0%	5.75%	REITs	6.0%	5.69%	International Equities	23.0%	7.66%	Other Investments	14.0%	4.90%	Total	100.0%	
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Notes to Financial Statements – Years Ended June 30, 2020 and 2019

(dollars in thousands)

	STRS-Ohio	OPERS
	<p>OPEB -- The discount rate used to measure the total OPEB liability was 7.45% as of June 30, 2019. 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. 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, 2019.</p>	<p>OPEB – A single discount rate of 3.16% was used to measure the OPEB liability on the measurement date of December 31, 2019. Projected benefit payments are required to be discounted to their actuarial present value using a single discount rate that reflects (1) a long-term expected rate of return on OPEB plan investments (to the extent that the health care fiduciary net position is projected to be sufficient to pay benefits), and (2) tax-exempt municipal bond rate based on an index of 20-year general obligation bonds with an average AA credit rating as of the measurement date (to the extent that the contributions for use with the long-term expected rate are not met). This single discount rate was based on an expected rate of return on the health care investment portfolio of 6.00% and a municipal bond rate of 2.75%. 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 2034. As a result, the long-term expected rate of return on health care investments was applied to projected costs through the year 2034, and the municipal bond rate was applied to all health care costs after that date.</p>
Changes in Assumptions Since the Prior Measurement Date	<p>Pensions – There were no changes in assumptions since the prior measurement date of June 30, 2018.</p> <p>OPEB -- There were no changes in assumptions since the prior measurement date of June 30, 2018.</p>	<p>Pensions – There were no changes in assumptions since the prior measurement date of December 31, 2018.</p> <p>OPEB -- The discount rate was reduced from 3.96% to 3.16% based on the methodology defined under GASB Statement No. 74, <i>Financial Reporting for Postemployment Benefit Plans Other Than Pension Plans (OPEB)</i>.</p>

Notes to Financial Statements – Years Ended June 30, 2020 and 2019
(dollars in thousands)

	STRS-Ohio			OPERS		
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, 2018.</p> <p>OPEB -- The non-Medicare subsidy percentage was increased effective January 1, 2020 from 1.944% to 1.984% per year of service. The non-Medicare frozen subsidy base premium was increased effective January 1, 2020. The Medicare subsidy percentages were adjusted effective January 1, 2021 to 2.1% for the Medicare plan. The Medicare Part B monthly reimbursement elimination date was postponed to January 1, 2021.</p>			<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%.</p> <p>OPEB – On January 15, 2020, the Board approved several changes to the health care plan offered to Medicare and pre-Medicare retirees in efforts to decrease costs and increase the solvency of the health care plan. These changes are effective January 1, 2022, and include changes to base allowances and eligibility for Medicare retirees, as well as replacing OPERS-sponsored medical plans for pre-Medicare retirees with monthly allowances, similar to the program for Medicare retirees.</p>		
Sensitivity of Net Pension Liability to Changes in Discount Rate	<p>1% Decrease (6.45%)</p> <p>\$ 1,520,062</p>	<p>Current Rate (7.45%)</p> <p>\$ 1,040,149</p>	<p>1% Increase (8.45%)</p> <p>\$ 633,878</p>	<p>1% Decrease (6.2%)</p> <p>\$ 3,296,325</p>	<p>Current Rate (7.2%)</p> <p>\$ 1,984,881</p>	<p>1% Increase (8.2%)</p> <p>\$ 807,535</p>
Sensitivity of Net OPEB Liability to Changes in Discount Rate	<p>1% Decrease (6.45%)</p> <p>\$ (66,473)</p>	<p>Current Rate (7.45%)</p> <p>\$ (77,901)</p>	<p>1% Increase (8.45%)</p> <p>\$ (87,509)</p>	<p>1% Decrease (2.16%)</p> <p>\$ 1,880,345</p>	<p>Current Rate (3.16%)</p> <p>\$ 1,436,889</p>	<p>1% Increase (4.16%)</p> <p>\$ 1,081,750</p>
Sensitivity of Net OPEB Liability to Changes in Medical Trend Rate	<p>1% Decrease in Trend Rate</p> <p>\$ (88,336)</p>	<p>Current Trend Rate</p> <p>\$ (77,901)</p>	<p>1% Increase in Trend Rate</p> <p>\$ (65,121)</p>	<p>1% Decrease in Trend Rate</p> <p>\$ 1,394,447</p>	<p>Current Trend Rate</p> <p>\$ 1,436,889</p>	<p>1% Increase in Trend Rate</p> <p>\$ 1,478,707</p>

Notes to Financial Statements – Years Ended June 30, 2020 and 2019
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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.

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, 2020, 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	\$ 82,576	\$ 231,977	\$ 65,362	\$ 379,915
GASB 68 Pension Accruals	76,001	182,925		258,926
GASB 75 OPEB Accruals	(23,500)	193,012		169,512
Total Pension and OPEB Expense	<u>\$ 135,077</u>	<u>\$ 607,914</u>	<u>\$ 65,362</u>	<u>\$ 808,353</u>

Notes to Financial Statements – Years Ended June 30, 2020 and 2019
(dollars in thousands)

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	\$ (47,448)	\$ 827,721	\$ 60,390	\$ 840,663

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

OSU Physicians Retirement Plan

Retirement benefits are provided for the employees of OSUP through a tax sheltered 403(b) and 401(a) defined contribution plan 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 LLCs 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 \$6.4 million and \$5.8 million for the years ended June 30, 2020 and 2019, respectively. Employee contributions were \$2.5 million and \$2.1 million for the years ended June 30, 2020 and 2019, respectively.

Notes to Financial Statements – Years Ended June 30, 2020 and 2019
(dollars in thousands)

NOTE 17 — CAPITAL PROJECT COMMITMENTS

At June 30, 2020, the university is committed to future contractual obligations for capital expenditures of approximately \$436,777 for the primary institution and \$57,300 for discretely presented component units. These projects are funded by the following sources:

	Primary Institution	Discretely Presented Component Units
State appropriations	\$ 59,775	\$ -
Internal and other sources	377,002	57,300
Total	<u>\$ 436,777</u>	<u>\$ 57,300</u>

NOTE 18 — 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.

The global outbreak of COVID-19, a new strain of coronavirus that can result in severe respiratory disease, was declared a pandemic by the World Health Organization on March 11, 2020 and a national emergency by the President of the United States on March 13, 2020. The outbreak of the disease has affected travel, commerce, economies, and financial markets globally, including in the United States. In response to the public health crisis, the Governor of Ohio and the Director of the Ohio Department of Health took certain actions to limit the spread of the virus and its impact on the State's local communities and health care services, including the declaration of a state of emergency in the State and the closure of all non-essential businesses commencing on March 23, 2020.

Notes to Financial Statements – Years Ended June 30, 2020 and 2019
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On March 13, 2020, the university announced that it would suspend face-to face instruction and transitioned to remote instruction for the remainder of the spring semester and extended that suspension through the summer semester. With limited exceptions, all university events scheduled to occur during the summer months, including summer camps and sports camps, were cancelled. Nearly all university housing and dining facilities were closed on March 22, 2020 and have remained closed through the summer semester, which resulted in a refund to students of \$34 million. All university employees who can do so were required to work from home.

The COVID-19 pandemic also significantly impacted Health System operations. On March 17, 2020, the Director of the Ohio Department of Health issued an order temporarily recommending that non-essential or elective surgeries and procedures not be conducted at Ohio hospitals. The temporary suspension of performance of elective procedures was recommended to create capacity for a potential increase in COVID-19 patients. The recommendation from the Ohio Department of Health to suspend non-essential or elective surgeries and procedures was withdrawn effective May 1, 2020. The Health System received \$143 million in federal support to offset the negative impact.

In conjunction with the State's phased-in process of reopening certain business, on June 3, 2020 the university announced that – based on guidance from state and local health authorities and recommendations of the Safe Campus and Scientific Advisory Subgroup of the university's COVID-19 Transition Task Force – it would resume in-person classes for the Autumn semester, with a mix of on-line, in-person and blended courses to reduce the number of students, faculty and staff that will be on campus at any one time.

The COVID-19 pandemic has negatively affected national, state, and local economies and global financial markets, and the higher education landscape in general. The outbreak and related actions taken by federal and state governments may materially impact the university's financial position and its results of operations, including those related to instruction, research, patient care and other auxiliary activities. While the impacts of COVID-19 may materially affect financial results for 2021 and potentially beyond, university management believes the university has sufficient liquidity to meet its operating and financial needs in fiscal year 2021. However, given the difficulty in predicting the duration and severity of the COVID-19 pandemic and its effects on the university, the economy and financial markets, the ultimate impact is unknown. University management continues to monitor the course of the pandemic and is prepared to take additional measures to protect the health of the university community and promote the continuity of its academic mission.

NOTE 19 — 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.

Notes to Financial Statements – Years Ended June 30, 2020 and 2019
(dollars in thousands)

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 \$406,914 and \$416,545 at June 30, 2020 and 2019, respectively. The university reports the parking lots and garages as capital assets with a carrying amount of \$128,250 and \$124,508 at June 30, 2020 and 2019, respectively.

NOTE 20 — 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.

The university recognized fixed and O&M utility fees totaling \$56,075 and \$56,140, respectively for the years ended June 30, 2020 and 2019. The carrying amounts of OSEP capital investments and related payable to the concessionaire at June 30, 2020 and 2019 were \$141,932 and \$41,672, respectively.

Notes to Financial Statements – Years Ended June 30, 2020 and 2019
(dollars in thousands)

NOTE 21 — 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, 2020 and 2019 is presented below.

Condensed Combining Information – Year Ended June 30, 2020

	OSU Foundation	OSU Health Plan	Oval Limited	Pelotonia	Eliminations
Condensed statements of net position:					
Current assets	\$ 57,833	\$ 5,357	\$ 51,409	\$ 5,421	\$ (12,638)
Capital assets, net	2,770	74	-	-	-
Other assets	1,224,212	734	-	543	(89,490)
Total assets	<u>\$ 1,284,815</u>	<u>\$ 6,165</u>	<u>\$ 51,409</u>	<u>\$ 5,964</u>	<u>\$ (102,128)</u>
Current liabilities	\$ 3,473	\$ 2,279	\$ 39	\$ 13,728	\$ (12,638)
Noncurrent liabilities	53,541	-	19,417	89,490	(89,490)
Amounts payable to the university	1	-	-	-	-
Deferred inflows	10,141	-	-	-	-
Total liabilities and deferred inflows	<u>67,156</u>	<u>2,279</u>	<u>19,456</u>	<u>103,218</u>	<u>(102,128)</u>
Net investment in capital assets	2,770	-	-	-	-
Restricted:					
Nonexpendable	954,856	-	-	-	-
Expendable	246,392	-	-	-	(102,128)
Unrestricted	13,641	3,886	31,953	(97,254)	102,128
Total net position	<u>1,217,659</u>	<u>3,886</u>	<u>31,953</u>	<u>(97,254)</u>	<u>-</u>
Total liabilities, deferred inflows and net position	<u>\$ 1,284,815</u>	<u>\$ 6,165</u>	<u>\$ 51,409</u>	<u>\$ 5,964</u>	<u>\$ (102,128)</u>

Notes to Financial Statements – Years Ended June 30, 2020 and 2019
(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	\$ 77	\$ 12,747	\$ (1,217)	\$ 580	\$ -
Total operating revenues	77	12,747	(1,217)	580	-
Operating expenses, excluding depreciation					
Depreciation expense	183	60	-	-	-
Total operating expenses	5,810	12,844	(214)	8,128	-
Net operating income (loss)	(5,733)	(97)	(1,003)	(7,548)	-
Non-operating revenues and expenses:					
Gifts for current use	202,985	-	-	(3,111)	-
Net investment income (loss)	10,302	-	776	482	-
Other non-operating revenue (expense)	1,418	-	-	-	-
Net non-operating revenue (expense)	214,705	-	776	(2,629)	-
Capital contributions and additions to permanent endowments					
Transfers from (to) the university	141,121	-	-	-	-
	(270,292)	-	-	137	-
Change in net position	79,801	(97)	(227)	(10,040)	-
Beginning net position, as reported	1,152,909	3,983	32,180	(102,265)	-
Cumulative effect of Pelotonia merger	(15,051)	-	-	15,051	-
Ending net position	\$ 1,217,659	\$ 3,886	\$ 31,953	\$ (97,254)	\$ -
Condensed statements of cash flows:					
Net cash provided (used) by:					
Operating activities	\$ (4,765)	\$ 392	\$ (1,596)	\$ (6,940)	\$ -
Noncapital financing activities	(98,868)	-	-	11,362	-
Capital and related financing activities	77,425	(22)	-	-	-
Investing activities	(17,193)	(54)	1,482	482	-
Net increase (decrease) in cash	(43,401)	316	(114)	4,904	-
Beginning cash and cash equivalents	43,635	4,463	1,210	-	-
Ending cash and cash equivalents	\$ 234	\$ 4,779	\$ 1,096	\$ 4,904	\$ -

Notes to Financial Statements – Years Ended June 30, 2020 and 2019
(dollars in thousands)

Condensed Combining Information – Year Ended June 30, 2019

	OSU Foundation	OSU Health Plan	Oval 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, 2020 and 2019
(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					
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, 2020 and 2019
(dollars in thousands)

NOTE 22 — 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, 2020 and 2019 is presented below.

Condensed Combining Information – Year Ended June 30, 2020

	OSU Physicians	Campus Partners	Transportation Research Center	Dental Faculty Practice Plan	Science and Technology Campus Corporation
Condensed statements of net position:					
Current assets	\$ 232,020	\$ 11,741	\$ 12,030	\$ 1,892	\$ 5,415
Capital assets, net	25,602	139,605	48,760	156	29,154
Other assets	-	800	-	-	50
Amounts receivable from the university	22,532	-	3,844	-	-
Deferred outflows	-	-	-	-	-
Total assets and deferred outflows	\$ 280,154	\$ 152,146	\$ 64,634	\$ 2,048	\$ 34,619
Current liabilities	\$ 33,830	\$ 12,221	\$ 9,647	\$ 90	\$ 1,575
Noncurrent liabilities	11,315	37,947	4,218	-	2,025
Amounts payable to the university	29,349	109,031	13,315	216	10,995
Deferred inflows	-	-	-	-	-
Total liabilities and deferred inflows	74,494	159,199	27,180	306	14,595
Net investment in capital assets	13,399	132,124	42,254	(60)	28,394
Unrestricted	192,261	(139,177)	(4,800)	1,802	(8,370)
Total net position	205,660	(7,053)	37,454	1,742	20,024
Total liabilities, deferred inflows and net position	\$ 280,154	\$ 152,146	\$ 64,634	\$ 2,048	\$ 34,619

Notes to Financial Statements – Years Ended June 30, 2020 and 2019
(dollars in thousands)

	OSU Physicians	Campus Partners	Transportation Research Center	Dental Faculty Practice Plan	Science and Technology Campus Corporation
Condensed statements of revenues, expenses and changes in net position:					
Operating revenues:					
Grants and contracts	\$ -	\$ 9,513	\$ 36,682	\$ -	\$ 6,603
Sales and services of OSU Physicians	584,222	-	-	-	-
Other sales, services and rental income	-	-	-	9,354	-
Total operating revenues	584,222	9,513	36,682	9,354	6,603
Operating expenses, excluding depreciation					
Depreciation expense	3,394	2,871	2,605	72	1,330
Total operating expenses	566,594	11,485	39,633	8,894	4,961
Net operating income (loss)	17,628	(1,972)	(2,951)	460	1,642
Non-operating revenues and expenses:					
CARES Assistance	11,805	-	-	-	-
Net investment income	1,668	175	25	-	57
Interest expense	(278)	(78)	(587)	-	(588)
Other non-operating revenue (expense)	(22,527)	601	8,914	(98)	-
Net non-operating revenue (expense)	(9,332)	698	8,352	(98)	(531)
Changes in net position					
Capital contributions and changes in net position					
	-	-	5,079	-	-
Change in net position	8,296	(1,274)	10,480	362	1,111
Beginning net position, as previously reported	197,364	(5,779)	26,974	1,380	18,913
Cumulative effect of accounting change	-	-	-	-	-
Ending net position	\$ 205,660	\$ (7,053)	\$ 37,454	\$ 1,742	\$ 20,024
Condensed statements of cash flows:					
Net cash provided (used) by:					
Operating activities					
Operating activities	\$ 46,739	\$ 15,105	\$ 3,470	\$ 412	\$ 3,414
Noncapital financing activities	(9,987)	19,759	8,908	(98)	(939)
Capital and related financing activities	(2,800)	(30,117)	(11,112)	(68)	(3,556)
Investing activities	3,106	322	-	(63)	57
Net increase (decrease) in cash	37,058	5,069	1,266	183	(1,024)
Beginning cash and cash equivalents					
Beginning cash and cash equivalents	131,951	3,395	3,149	441	5,217
Ending cash and cash equivalents	\$ 169,009	\$ 8,464	\$ 4,415	\$ 624	\$ 4,193

Notes to Financial Statements – Years Ended June 30, 2020 and 2019
(dollars in thousands)

Condensed Combining Information – Year Ended June 30, 2019

	OSU Physicians	Campus Partners	Transportation Research Center	Dental Faculty Practice Plan	Science and Technology Campus Corporation
Condensed statements of net position:					
Current assets	\$ 200,538	\$ 8,646	\$ 12,236	\$ 1,713	\$ 6,297
Capital assets, net	26,809	105,505	31,610	228	28,012
Other assets	-	2,461	-	-	474
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>	<u>\$ 34,783</u>
Current liabilities	\$ 16,645	\$ 5,525	\$ 6,851	\$ 277	\$ 1,216
Noncurrent liabilities	12,124	26,264	4,572	-	2,720
Amounts payable to the university	19,569	90,602	9,451	284	11,934
Deferred inflows	-	-	13	-	-
Total liabilities and deferred inflows	<u>48,338</u>	<u>122,391</u>	<u>20,887</u>	<u>561</u>	<u>15,870</u>
Net investment in capital assets	13,682	103,184	26,920	(56)	15,581
Unrestricted	183,682	(108,963)	54	1,436	3,332
Total net position	<u>197,364</u>	<u>(5,779)</u>	<u>26,974</u>	<u>1,380</u>	<u>18,913</u>
Total liabilities, deferred inflows and net position	<u>\$ 245,702</u>	<u>\$ 116,612</u>	<u>\$ 47,861</u>	<u>\$ 1,941</u>	<u>\$ 34,783</u>

Notes to Financial Statements – Years Ended June 30, 2020 and 2019
(dollars in thousands)

	OSU Physicians	Campus Partners	Transportation Research Center	Dental Faculty Practice Plan	Science and Technology Campus Corporation
Condensed statements of revenues, expenses and changes in net position:					
Operating revenues:					
Grants and contracts	\$ -	\$ 10,857	\$ 39,124	\$ -	\$ 7,640
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	7,640
Operating expenses, excluding depreciation					
Depreciation expense	3,581	2,920	892	74	1,310
Total operating expenses	510,947	12,073	38,025	9,477	4,702
Net operating income (loss)	49,375	(1,216)	1,099	(37)	2,938
Non-operating revenues and expenses:					
Net investment income	2,373	222	29	-	-
Interest expense	(376)	(138)	(446)	-	(653)
Other non-operating revenue (expense)	(23,384)	605	21	(132)	-
Net non-operating revenue (expense)	(21,387)	689	(396)	(132)	(653)
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)	2,285
Beginning net position, as previously reported	169,376	(10,502)	11,594	1,549	16,629
Cumulative effect of accounting change	-	-	-	-	-
Ending net position	\$ 197,364	\$ (5,779)	\$ 26,974	\$ 1,380	\$ 18,914
Condensed statements of cash flows:					
Net cash provided (used) by:					
Operating activities					
Operating activities	\$ 39,180	\$ 3,964	\$ 2,536	\$ 217	\$ 2,829
Noncapital financing activities	(23,473)	9,366	7,662	(133)	(895)
Capital and related financing activities	(4,372)	(12,415)	(12,027)	(90)	(1,407)
Investing activities	(7,716)	36	199	(96)	-
Net increase (decrease) in cash	3,619	951	(1,630)	(102)	527
Beginning cash and cash equivalents	128,332	2,444	4,779	543	4,691
Ending cash and cash equivalents	\$ 131,951	\$ 3,395	\$ 3,149	\$ 441	\$ 5,218

Notes to Financial Statements – Years Ended June 30, 2020 and 2019
(dollars in thousands)

NOTE 23 — 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 \$185,362 and \$221,757 for the years ended June 30, 2020 and 2019, 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, 2020 and 2019 is as follows:

Notes to Financial Statements – Years Ended June 30, 2020 and 2019
(dollars in thousands)

Segment Disclosure Information – Year Ended June 30, 2020 and June 30, 2019

	2020	2019
Condensed Statement of Net Position		
Assets and deferred outflows:		
Current assets	\$ 26,329	\$ 27,489
Capital assets	693,545	715,499
Total assets	<u>\$ 719,874</u>	<u>\$ 742,988</u>
Liabilities and deferred inflows:		
Current liabilities	\$ 7,485	\$ 7,279
Amounts payable to the university	723,980	721,238
Total liabilities	<u>731,465</u>	<u>728,517</u>
Net position:		
Net investment in capital assets	(30,434)	(5,739)
Unrestricted	18,843	20,210
Total net position	<u>(11,591)</u>	<u>14,471</u>
Total liabilities and net position	<u>\$ 719,874</u>	<u>\$ 742,988</u>

	2020	2019
Condensed Statement of Revenues, Expenses and Changes in Net Position		
Special-purpose pledged revenues - operating	\$ 185,362	\$ 221,757
Operating expenses, excluding depreciation	(145,821)	(150,933)
Depreciation expense	(35,554)	(35,021)
Operating income	3,987	35,803
Nonoperating revenues, net	(29,647)	(30,478)
Net income (loss) before transfers	(25,660)	5,325
Transfers from (to) other university units, net	(402)	4,141
Increase (decrease) in net position	(26,062)	9,466
Beginning net position	14,471	5,005
Ending net position	<u>(11,591)</u>	<u>14,471</u>

Condensed Statement of Cash Flows		
Net cash provided (used) by:		
Operating activities	\$ 75,436	\$ 103,485
Capital and related financing activities	(76,786)	(103,296)
Investing activities	693	645
Net increase (decrease) in cash	(657)	834
Beginning cash and cash equivalents	26,436	25,603
Ending cash and cash equivalents	<u>\$ 25,779</u>	<u>\$ 26,437</u>

Notes to Financial Statements – Years Ended June 30, 2020 and 2019
(dollars in thousands)

NOTE 24 – SUBSEQUENT EVENTS

Postponement of Fall Athletic Events

On August 11, 2020, the Big Ten Conference announced the postponement of the 2020-21 fall sports season, including all regular-season contests and Big Ten Championships and Tournaments, due to ongoing health and safety concerns related to the COVID-19 pandemic. The fall sports included in this announcement are men's and women's cross country, field hockey, football, men's and women's soccer, and women's volleyball. On September 16, 2020, the Big Ten Council of Presidents and Chancellors voted unanimously to adopt significant medical protocols, including daily antigen testing, and to resume the football season starting the weekend of October 23-24, 2020. Attendance at the football games will be limited to families, staff and the media under strict safety protocols. Similar testing protocols are being established to allow the resumption of other fall sports. The attendance limitations for football are expected to significantly reduce auxiliary revenues in fiscal year 2021.

Reporting Requirements for Provider Relief Funds

During fiscal year 2020, the Health System and OSU Physicians received and recognized \$143,301 and \$11,805 in revenue, respectively, related to CARES Act Provider Relief Funds, taking into consideration information available at June 30, 2020 based upon laws and regulations governing the funding as well as interpretations issued by the U.S. Department of Health and Human Services (HHS). In September 2020, HHS issued new reporting requirements for the Provider Relief Funds. The new requirements first require the university to identify healthcare related expenses attributable to coronavirus that another source has not reimbursed. If those expenses do not exceed the funding received, the university will need to demonstrate that the remaining Provider Relief Funds were used for a negative change in calendar year 2020 patient care operating income compared to calendar year 2019. HHS is entitled to recoup amounts in excess of the negative change in patient care operating income reported net of healthcare related expenses. Due to these new reporting requirements there is at least a reasonable possibility that amounts recorded under CARES Act Provider Relief Funds may change in future periods.

Medicare Advance Payment Program

The Health System and OSU Physicians received advance payments under the Medicare Accelerated and Advance Payment Program totaling \$274,915 and \$12,585, respectively. Amounts provided are considered short-term loans and are reported as current liabilities in the Statement of Net Position as the Health System and OSU Physicians had previously planned to repay the funds in fiscal 2021. The Continuing Appropriations Act, 2021 and Other Extensions Act was signed into law on October 1, 2020 and as part of the legislation, the recoupment period was extended up to 29 months after the initial payments were issued.

**The Ohio State University
Required Supplementary Information on GASB 68 Pension Liabilities (Unaudited)
Year Ended June 30, 2020**

The schedule of the university's proportionate shares of STRS-Ohio and OPERS net pension liabilities are presented below:

<i>(dollars in thousands)</i>	2015	2016	2017	2018	2019	2020
STRS-Ohio:						
University's proportion of the net pension liability	4.4%	4.5%	4.5%	4.6%	4.6%	4.7%
University's proportionate share of the net pension liability	\$ 1,070,914	\$ 1,238,470	\$ 1,510,814	\$ 1,081,053	\$ 1,019,690	\$ 1,040,149
University's covered payroll	\$ 381,669	\$ 388,309	\$ 392,797	\$ 412,149	\$ 434,106	\$ 452,084
University's proportionate share of the net pension liability as a percentage of its covered payroll	281%	319%	385%	262%	235%	230%
Plan fiduciary net position as a percentage of the total pension liability	74.7%	72.1%	66.8%	75.3%	77.3%	77.4%
OPERS:						
University's proportion of the net pension liability	8.8%	9.0%	9.1%	9.4%	9.9%	10.2%
University's proportionate share of the net pension liability	\$ 1,059,519	\$ 1,556,156	\$ 2,054,548	\$ 1,466,955	\$ 2,695,368	\$ 1,984,881
University's covered payroll	\$ 1,188,828	\$ 1,236,914	\$ 1,289,346	\$ 1,381,054	\$ 1,521,447	\$ 1,574,490
University's proportionate share of the net pension liability as a percentage of its covered payroll	89%	126%	159%	106%	177%	126%
Plan fiduciary net position as a percentage of the total pension liability	86.5%	81.2%	77.4%	84.9%	74.9%	82.4%

The schedule of the university's contributions to STRS-Ohio and OPERS are presented below:

<i>(dollars in thousands)</i>	2015	2016	2017	2018	2019	2020
STRS-Ohio:						
Contractually required contribution	\$ 65,738	\$ 66,975	\$ 70,373	\$ 74,356	\$ 77,781	\$ 82,576
Contributions in relation to the contractually required	\$ 65,738	\$ 66,975	\$ 70,373	\$ 74,356	\$ 77,781	\$ 82,576
Contribution deficiency (excess)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
University's covered payroll	\$ 388,309	\$ 392,797	\$ 412,149	\$ 434,106	\$ 452,084	\$ 476,374
Contributions as a percentage of covered payroll	16.9%	17.1%	17.1%	17.1%	17.2%	17.3%
OPERS:						
Contractually required contribution	\$ 170,979	\$ 178,293	\$ 188,762	\$ 201,072	\$ 220,062	\$ 231,977
Contributions in relation to the contractually required	\$ 170,979	\$ 178,293	\$ 188,762	\$ 201,072	\$ 220,062	\$ 231,977
Contribution deficiency (excess)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
University's covered payroll	\$ 1,208,710	\$ 1,260,366	\$ 1,334,350	\$ 1,421,367	\$ 1,525,502	\$ 1,607,469
Contributions as a percentage of covered payroll	14.1%	14.1%	14.1%	14.1%	14.4%	14.4%

**The Ohio State University
Required Supplementary Information on GASB 75 Net OPEB Liabilities (Unaudited)
Year Ended June 30, 2020**

The schedule of the university's proportionate shares of STRS-Ohio and OPERS net OPEB liabilities are presented below:

<i>(dollars in thousands)</i>	2018	2019	2020
STRS-Ohio:			
University's proportion of the net OPEB liability	4.6%	4.6%	4.7%
University's proportionate share of the net OPEB liability	\$ 177,556	\$ (74,520)	\$ (77,901)
University's covered payroll	\$ 412,149	\$ 434,106	\$ 452,084
University's proportionate share of the net OPEB liability as a percentage of its covered payroll	43%	-17%	-17%
Plan fiduciary net position as a percentage of the total OPEB liability	47.1%	176.0%	174.7%
OPERS:			
University's proportion of the net OPEB liability	9.7%	10.1%	10.4%
University's proportionate share of the net OPEB liability	\$ 1,055,239	\$ 1,321,019	\$ 1,436,889
University's covered payroll	\$ 1,381,054	\$ 1,521,447	\$ 1,574,490
University's proportionate share of the net OPEB liability as a percentage of its covered payroll	76%	87%	91%
Plan fiduciary net position as a percentage of the total OPEB liability	54.1%	46.3%	47.8%

The Ohio State University
Notes to Required Supplementary Information (Unaudited)
Year Ended June 30, 2020

STRS-Ohio - Pensions:

Changes of benefit terms. Amounts reported in 2019 reflect a reduction in the COLA rate to 0%, effective July 1, 2017.

Changes of assumptions. Amounts reported in 2018 also reflect an adjustment of mortality assumptions based on the use of the RF-2014 Annuitant Mortality Table rather than the RP-2000 Combined Mortality Table. Amounts reported in 2017 reflect an adjustment of the discount rate from 7.75% to 7.45%.

OPERS – Pensions:

Changes of assumptions. Amounts reported in 2019 reflect an adjustment of the discount rate from 7.50% to 7.20%. Amounts reported in 2017 reflect an adjustment of the discount rate from 8.00% to 7.50%. Amounts reported in 2017 also reflect an updated healthy and disabled mortality assumptions, based on the RP-2014 mortality tables with generational improvement scale MP-2016. Rates of retirement, termination and disability were modified to better reflect anticipated future experience.

STRS-Ohio – OPEB:

Changes of benefit terms. Amounts reported in 2020 reflect postponement of the Medicare Part B monthly reimbursement elimination date to January 1, 2021. Amounts reported in 2019 reflect adoption of a new premium subsidy plan for 2019 and future years that is intended to extend the fund's solvency to 2047. Amounts reported in 2019 also reflect postponement of the Medicare Part B monthly reimbursement elimination date to January 1, 2020. Amounts reported in 2018 reflect discontinuation of Medicare Part B premium reimbursements for certain survivors and beneficiaries and all remaining Medicare Part B premium reimbursements, beginning January 2019.

Changes of assumptions. Amounts reported in 2019 reflect an adjustment of the discount rate from 4.13% to 7.45%. Amounts reported in 2018 reflect an adjustment of the discount rate from 3.26% to 4.13%. Amounts reported in 2018 also reflect an adjustment of mortality assumptions based on the use of the RF-2014 Annuitant Mortality Table rather than the RP-2000 Combined Mortality Table.

OPERS – OPEB:

Changes of assumptions. Amounts reported in 2020 reflect an adjustment of the discount rate from 3.96% to 3.16%. Amounts reported in 2019 reflect an adjustment of the discount rate from 3.85% to 3.96%.

The Ohio State University
Supplementary Information on the Long-Term Investment Pool
Year Ended June 30, 2020

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 2020, the market value of the university's Long-Term Investment Pool – which includes gifted endowments, long-term investments of university operating funds and other funds internally designated to function as endowments – increased \$30 million, to \$5.29 billion at June 30, 2020. The Long-Term Investment Pool activity for 2020 is summarized below:

Long-Term Investment Pool Activity (In thousands)

	Gifted Endowments		Quasi-Endowments		Total
	University	Foundation	Operating	Designated	
Balance at June 30, 2019	\$ 1,070,008	\$ 969,429	\$ 1,289,534	\$ 1,927,788	\$ 5,256,759
Net Principal Additions (Withdrawals)	7,809	63,970	123,485	30,451	225,715
Change in Fair Value	(1,924)	(2,178)	(2,888)	(3,933)	(10,923)
Income Earned	23,932	22,275	29,865	43,199	119,271
Distributions	(46,449)	(43,113)	(57,746)	(63,796)	(231,104)
Expenses	(15,263)	(14,206)	(19,046)	(24,072)	(72,587)
Balance at June 30, 2020	\$ 1,038,113	\$ 996,177	\$ 1,363,204	\$ 1,889,637	\$ 5,287,131

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, 2020. **Income earned** includes interest and dividends and is used primarily to fund **distributions**. **Expenses** include investment management expenses (\$53 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 1.1% for fiscal year 2020. The annualized investment returns for the three-year and five-year periods were 3.3% and 4.0%, respectively. These returns -- which are net of investment management expenses as defined by Cambridge Associates for its annual survey -- are used for comparison purposes with other endowments and various benchmarks. In addition to the \$53 million of investment management expenses, which reduced the pool by 1.0% in fiscal

year 2020, 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).

DRAFT 10.15.20



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, 2020, 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 XX, 2020.

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") as a basis for designing 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 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 financial statements. 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 XX, 2020

DRAFT 10.15.20

Acknowledgements

The 2020 Financial Report and the included financial statements are prepared by the staff of the Office of the Controller.

Natalie H. Darner	Ben J. Moore
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Thomas F. Ewing	Wei Qu
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Gary L. Leimbach	Timothy A. Thibodeau
John C. Lister	Mary J. Wehner
Ruth McCollum	

Michael Papadakis – Senior Vice President and Chief Financial Officer

Kristine G. Devine – Vice President for Operations and Deputy Chief Financial Officer

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The expiration date of each trustee's term is given in parentheses.

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APPENDIX XL



THE OHIO STATE UNIVERSITY

Board of Trustees

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November 19, 2020

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Chancellor Gardner,

Ohio State is proud of our achievements 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."

In the face of unprecedented disruptions resulting from the COVID-19 pandemic, our 2020 report demonstrates Ohio State's continued commitment to efficiency savings, and in doing so, helped the university offset the substantial revenue dilution that resulted. The administrative efficiencies and enacted financial controls bolstered the redirection of funds to maintain our core mission of access, affordability, academic excellence, and patient care during this period of disruption.

The university has committed more than \$200 million in new need-based aid for low- and moderate-income Ohioans since 2015, funded through efficiency savings and new resource generation. Ohio State has generated more than \$220 million in efficiency savings through fiscal 2020, and highlights of our efforts include:

- **COVID-19 Response:** Transitioned 12,000 courses online and shifted thousands of employees to telework in a week's time without disruption to service. The University Bursar quickly processed 46,000 transactions over one weekend to issue recreation fee student refunds. Students also were refunded \$34 million for housing and dining fees.
- **Student benefit:** Total scholarships and fellowships increased by \$35 million, primarily due to a combination of CARES ACT Emergency Aid for Students, increases in university scholarships, funded endowment scholarships, and other federal and state aid programs.
- **Tuition affordability:** The Ohio State Tuition Guarantee, now in its fourth 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)
- **Digital Flagship:** Ohio State continues to invest in a comprehensive digital course delivery infrastructure that will position the university as a national leader in higher education in the post-COVID era. The Digital Flagship initiative provides more than 24,000 incoming first- and second-year students with an iPad learning-technology suite. The university funds the program using efficiency savings.

These and other initiatives collectively 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

Miss Duffin, Secretary
Brendy Starnes, Chancellor



Affordability & Efficiency

The Ohio State University

Section I: Operational Response

Please describe the major fiscal impacts of COVID-19 on your institution in FY20.

Please quantify the revenue and cost impacts.

Major Revenue Impacts	Net Fiscal Impact
<ul style="list-style-type: none"> ➤ Tuition & Fees 	<ul style="list-style-type: none"> ➤ Student tuition and fees, net - decreased \$16 million or 1.7% due primarily to summer and student life reductions related to student life fee reductions and refunds ➤ Summer tuition decreased due to non-resident fees of \$9 million and a one-week delay in the start of classes of \$5 million both due to COVID-19 ➤ Recreation fee refund was \$3 million due to sending students home in Spring 2020
<ul style="list-style-type: none"> ➤ Auxiliary Fees, including refunds 	<ul style="list-style-type: none"> ➤ Decreased \$39 million due primarily to revenue losses associated with the campus closure beginning in March, including decreases in Student Life housing and dining revenues of \$36 million, and Business Advancement (Schottenstein Center and Blackwell) of \$14 million. ➤ Educational Departments decreased \$4 million primarily from decreases in over 130 earnings funds and 70 conference funds reflecting impacts of campus closure in March.
<ul style="list-style-type: none"> ➤ State Support 	<ul style="list-style-type: none"> ➤ Reduction in state subsidy (SSI & Line Items) of \$18 million (\$15 million of SSI and \$3 million of line items) from original Fiscal Year 2020 budget
<ul style="list-style-type: none"> ➤ Investment Income, Unrealized Losses 	<ul style="list-style-type: none"> ➤ Investment income for the fiscal year was flat, increasing just \$1 million for the fiscal year to \$231 million as interest rates decreased late in the year. ➤ Realized and unrealized gains and losses are reported together. The change in market value for university investments increased ~\$70 million for the fiscal year, but from January to June, the change in market value of those investments decreased ~\$275 million as the financial markets fell due to COVID-19.
<ul style="list-style-type: none"> ➤ Other 	<ul style="list-style-type: none"> ➤ The Health System experienced a \$171 million decline in patient revenue in fiscal year 2020.
<ul style="list-style-type: none"> ➤ External Assistance (HEERF, CRF, etc.) 	<ul style="list-style-type: none"> ➤ CARES Act assistance increased \$170 million due to the receipt of \$155 million in Health Care Provider Relief funds (\$143 million to the Health System and \$12 million to OSU Physicians), \$14.4 million Emergency Grants to Students, and \$335,205 to WOSU for public media aid.

Major Net Increased Expenses	Net Fiscal Impact (from March 2020 through Spring Semester 2021)
Transition to Online Delivery	\$3 million to transition courses to on-line delivery, increased student advising support, and modification of the classroom experience to support on-line learning. In addition, we expect to incur a \$80 million loss in tuition and fee revenue and \$72 million loss in housing and dining revenues in comparison to pre-COVID projections.
Changing Support for Students	\$2 million for dorm modification and air purifiers in accordance with the recommendations from the Ohio Department of Health for the health and safety of our students.
Shutdown of Campus	\$34 million refund provided to students for housing and dining refunds
Cleaning/Preparing Campus for Return of Students (Testing, PPE, etc.)	\$27 million for enhanced cleaning and PPE, \$44 million in testing and contact tracing, \$12.8 million in quarantine and housing for students.
Other	\$12 million in additional costs, which include HVAC and mechanical adjustments, signage, transportation modifications, and general office modifications (dividers, etc). \$40 million increase in PPE and other medical needs for the Health System.

CARES Act and other Federal Support Impact --

- What process did your institution use to distribute one-half of Higher Education Emergency Relief Funds to students?
- To help address student financial challenges caused by the pandemic, the university proactively provided grants of up to \$1,000 to undergraduate students from lower-income families. No applications were needed for these new grants; Ohio State alerted qualifying students directly. The grants provided through the *Together As Buckeyes* emergency grants program provided a total \$15 million of emergency student financial aid.

How has the institutional share of HEERF been utilized at your institution?

The HEERF funds will be used to partially offset the increased costs and lost revenue totaling \$135 million as outlined in the Major Net Increased Expenses section above

What other external sources have been made available to the institution to address the impacts of COVID-19?

- The university is in the process of exploring opportunities with the State of Ohio, FEWA, and insurance recovery opportunities to address the impacts of COVID-19.

What planning assumptions were used related to the fiscal impact of COVID-19 in developing the institution's FY 21 budget?

Major Assumptions	Description	Projected Fiscal Impact	Actual Fiscal Impact – as of Fall 20
Fall Enrollment/ Fee Revenue Relative to FY 19	UG Reduced Enrollment, shift in resident / non-resident mix and reduction in non-resident surcharge for fully online students	\$55 million decrease	Projecting a further dilution from budget between \$10 - \$15 million
Auxiliary Services	Athletics -- no fall sports Student Life -- lower occupancy	\$130 million in revenue \$3 million in revenue	There are still many unknown variables of having an

State Support	Business Advancement – no events through December 2020 Reduction in state subsidy (SSI Only)	\$6 million in revenue 4.38% or \$18 million, from original Fiscal Year 2021 state funding levels.	abbreviated football schedule with no or limited fans - TBD The State is closely monitoring the fiscal impacts COVID-19 is having on revenue collection – there is no projected change currently
Unique Cost Drivers – in response to COVID-19	University targeted budget reductions to counteract revenue dilution Health System efficiencies to mitigate softer volumes in first half of FY21	\$175 million decrease \$77.2 million decrease	No change from projected impact
Other	Institutional response to COVID-19, including personal protective equipment, etc.	\$49 million increase	Expenses will likely exceed \$49 - \$50 million

Please describe the major initiatives the institution is implementing in response to COVID-19 and the anticipated impact on the institution.

➢ The university is focused on the health and safety of our students, patients, faculty and staff. To that end, we have created a focused web site to engage and inform our community about our major initiatives, including social distancing, testing, telecommuting, quarantine and isolation at <https://safeandhealthy.osu.edu/>. The estimated costs of these initiatives are approximately \$75 million. In addition, we are focused on leading edge research for the fight on COVID-19, and provide weekly updated testing results on the university dashboard found at <https://safeandhealthy.osu.edu/dashboard>.

Regional Compacts

ORC Section 3345.59 required 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

<p>Sharing resources to align educational pathways and to increase access within the region</p>	<p>Beginning Autumn 2020, the Office of Academic Affairs is leading a university-wide effort on next-steps with workforce development. Representatives from the colleges and campuses, and several academic support areas (Government Affairs, Corporate Engagement, Marketing) are involved in the planning effort. In August 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.</p>	<p>N/A</p>
<p>Reducing operational and administrative costs to provide more learning opportunities and collaboration in the region</p>	<p>In identified counties where there are staff from Cleveland State University and Ohio State co-located, agreements are (or will be) in place to facilitate the use of facilities and administrative support.</p>	<p>Once fully implemented, it is estimated that Ohio State would realize \$30,000 annually in efficiencies.</p>
<p>Enhancing career counseling and experiential learning opportunities for students</p> <p>Collaboration and pathways with information technology centers, adult basic and literacy education programs and school districts</p>	<p>N/A</p>	<p>N/A</p>
<p>Enhancing the sharing of resources between institutions to expand capacity and capability for research and development</p>	<p>N/A</p>	<p>N/A</p>
<p>Identifying and implementing the best use of university regional campuses</p>	<p>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.</p> <p>In Autumn 2020, the new program began in Mansfield and is tentatively scheduled to begin on the Newark campus in 2023. Universities, through their program planning strategies, identify needs within counties where they have jointly located staff. Programming is focused on 4-H Youth Development, Family and Consumer Sciences, Community Development, and/or 4-H Youth Development.</p>	<p>N/A</p>

Section II: Academic Practices

Textbook Affordability

Textbook Cost Study

ORC 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	\$93.97
Average cost for textbooks that are used	\$57.19
Average cost for rental textbooks	\$59.29 for new rentals; \$37.90 for used rentals (Note: Averages are for textbooks that are available for rent through the university's bookstore.)
Average cost for eBook	\$59.27 to buy; \$41.96 to rent (Averages are for eBooks that are available through the university's bookstore.)

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 in 2018 to better capture a typical range of course materials in these majors, including potential electives. As a result, these data-sets 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

ORC 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 2019-2020, CarmenBooks was used in 93 courses by 28,243 students with a total of \$2,021,437 in savings (calculated as list price vs. inclusive access price).
2. What use did the institution make of OER materials in the past academic year?
- Ohio State has a grant program that supports faculty transitioning from conventional textbooks to OER resources. Through Autumn 2020, the Affordable Learning Exchange has funded projects in 105 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 \$12 million by the end of academic year 2019-2020
 - 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. How did the institution discover and access OER materials?
- 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?
- We offer faculty professional development opportunities around OERs and textbook affordability through both our Professional Learning program and the Drake Institute.

Alternative Delivery Methods

Online and competency-based education are both growing dramatically as delivery platforms for higher education across the United States. Flexible delivery methods, such as distance learning, provide an opportunity to improve access by providing students with additional opportunities to complete their education. Obviously, events of this past spring forced a transition to remote learning beyond, which many institutions had already offered.

Please quantify the impact of moving to remote learning in spring term.

Percent of Courses offered online prior to March 2020	Percent of students enrolled in online courses prior to March 2020
6% in autumn 2019; another 3% in blended/hybrid	9% of total student enrollments were in online courses in autumn 2019; does not equate to number of students. Another 6% were in blended/hybrid.
Percent of Courses offered online fall term 2020	Percent of students enrolled in online courses fall term 2020
49% of courses are online (distance learning); another 20% are in blended/hybrid courses	73% of total student enrollments are in online courses in autumn 2020; however, it does not equate to number of students. Another 16.4% are in blended/hybrid.

What steps has the institution taken to transition courses to online in response to the coronavirus pandemic?

1. Did the institution provide centralized support to the faculty?
 - Yes. The university provided support through the Drake Institute for Teaching and Learning and the Office of Distance Education and eLearning. The KeepTeaching.osu.edu website collected various resources for instructional design, technology needs and support for online instruction and reached over 23,000 unique visitors. Since the start of Summer term, we have offered more than 25 online workshops with more than 1,000 attendees and more than 34,000 views of our [Keep Teaching videos](#).
2. How has the institution assured student access to remote learning?
 - Resources are collected for students at keeplearning.osu.edu and for instructors at keeplearning.osu.edu. In addition, the Digital Flagship initiative has provided 70% of undergraduates with iPad learning technology kits as of Autumn 2020 and provided additional devices on loan for students in need.
3. Has the increase in remote learning required investments in the institution's Learning Management System?
 - Instructional support for faculty in creating LMS courses, but no infrastructure investments in the LMS.

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 ORC Section 3345.35, the colleges and universities need to address this recommendation every five years. The next applicable date is FY22.

Co-located Campuses

ORC 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.

Ohio State Campus: Lima Co-located Campus: Rhodes State College (Lima) Estimated Total Cost Savings from Shared Services: Approximately \$1.03 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; groundskeeping; building maintenance and environmental 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 groundskeeping is done on an aggregate square feet method of calculation. Cost sharing for scheduling of campus facilities is done on a cost-share reconciliation method each quarter.	Estimated savings to university: \$776,000
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: \$154,900
Campus Security and Public Safety (includes public safety administration; traffic management; and police and emergency responses)	Cost sharing for Campus Security and Public Safety services for personnel, materials and equipment are done on a campus full time equivalent (FTE) method of calculation.	Estimated savings to university: \$49,000
Student Life and Campus Events (includes student engagement, recreation and intramural sports and athletics)	Cost sharing for the personnel and operational expenses are done on a campus full time equivalent (FTE) method of calculation.	Estimated savings to university: \$19,400
Administrative Services (includes Office of Advancement and shared marketing agency)	Not reported in FY20	
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 contracts are done on a full time equivalent (FTE) method of calculation. Cost sharing for shared copying and printing services are done on a cost-share reconciliation method each quarter. The bookstore and gift shop services are outsourced through a contract with external service providers. Cost sharing for this contract is also done on a full time equivalent (FTE) method of calculation.	Estimated savings to university: \$37,400

<p>Approach and Process to Sharing Services with Co-located Campus</p>	<p>In accordance with state policy and by mutual accord, the University and the co-located institution share resources and connect programs to benefit the students of both institutions. This collaboration allows for multiple pathways for student education, reducing unnecessary duplication of services, and promotes the effective use of state fiscal, physical, and personnel resources. The University and co-located institution have formal collaboration agreements and partner wherever possible with the goal of heightening academic quality, operational transparency, and economic efficiency.</p>	
<p>Ohio State Campus: Mansfield Co-located Campus: North Central State College Estimated Total Cost Savings from Shared Services: Approximately \$1.33 million; no substantive changes from previous year</p>		
<p>Type of Shared Service or Best Practice (IE: Administrative, Academic, etc.)</p>	<p>Please include an explanation of this shared service.</p>	<p>Monetary Impact from Shared Service</p>
<p>Physical Facilities Operations (includes physical facilities leadership; groundskeeping; building maintenance and environmental services; campus custodial; and scheduling of campus facilities)</p>	<p>Cost sharing is managed generally by a formula based on assigned square feet for each co-located institution. Increased for FY20 due to aging facilities; repair and maintenance.</p>	<p>Estimated savings to university: \$810,000</p>
<p>Academic Support Services (includes libraries)</p>	<p>Cost sharing for library services is 55% for the University and 45% for the co-located campus, cost-sharing for internship programming is on a 50/50 basis.</p>	<p>Estimated savings to university: \$98,850 – reduction of one FTE due to retirement/not replaced</p>
<p>Campus Security and Public Safety (includes public safety administration; traffic management; and police and emergency responses)</p>	<p>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.</p>	<p>Estimated savings to university: \$159,100</p>
<p>Student Life and Campus Events (includes student engagement, recreation and intramural sports and athletics)</p>	<p>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.</p>	<p>Estimated savings to university: \$58,800</p>
<p>Administrative Services (includes Office of Advancement and shared marketing agency)</p>	<p>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 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.</p>	<p>Estimated savings to university: -\$5,000 Mansfield is currently collaborating with University Marketing to piggyback on agreements for cost savings</p>

<p>Auxiliary Services (includes childcare center, cafeteria and vending services; shared copying and printing services; and campus bookstore / gift shop)</p>	<p>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.</p>	<p>Estimated savings to university: \$202,200</p>
<p>Approach and Process to Sharing Services with Co-located Campus</p>	<p>In accordance with state policy and by mutual accord, the University and the co-located institution share resources and connect programs to benefit the students of both institutions. This collaboration allows for multiple pathways for student education, reducing unnecessary duplication of services, and promotes the effective use of state fiscal, physical, and personnel resources. The University and co-located institution have formal collaboration agreements and partner wherever possible with the goal of heightening academic quality, operational transparency, and economic efficiency.</p>	

<p>Ohio State Campus: Marion Technical College Co-Located Campus: Marion Technical College Estimated Total Cost Savings from Shared Services: Approximately \$1.43 million</p>		
<p>Type of Shared Service or Best Practice (IE: Administrative, Academic, etc.)</p>	<p>Please include an explanation of this shared service.</p>	<p>Monetary Impact from Shared Service</p>
<p>Physical Facilities Operations (includes physical facilities leadership; groundskeeping; building maintenance and environmental services; campus custodial, and scheduling of campus facilities)</p>	<p>Expense is split 50/50 to cost pools and differentially allocated based on each institution's percent ownership of on-campus assignable square footage (ASF) and faculty/staff/student full time equivalent (FTE).</p>	<p>Estimated savings to the university of \$1,160,000</p>
<p>Academic Support Services (includes libraries collections and operations)</p>	<p>Expense is split 50/50 to cost pools and differentially allocated based on each institution's percent ownership of on-campus assignable square footage (ASF) and faculty/staff/student full time equivalent (FTE). Some testing, mental health, and disabilities services are shared between the institutions on a no-cost exchange basis</p>	<p>Estimated savings to the university of \$101,000</p>
<p>Campus Security and Public Safety (includes public safety administration; traffic management; and police and emergency responses)</p>	<p>Expense is split 50/50 to cost pools and differentially allocated based on each institution's percent ownership of on-campus assignable square footage (ASF) and faculty/staff/student full time equivalent (FTE).</p>	<p>Estimated savings to the university of \$60,000</p>

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 \$30,000
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/overhead)	Expense is split 50/50 to cost pools and differentially allocated based on each institution's percent ownership of on-campus assignable square footage (ASF) and faculty/staff/student full time equivalent (FTE).	Estimated savings to the university of \$69,000
Technology Services	Expense is split 50/50 to cost pools and differentially allocated based on each institution's percent ownership of 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 \$843,779; 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
Public Service (includes conference services)	Cost sharing for conference services is shared on a 50/50 basis.	Estimated savings to university. \$3,807
Physical Facilities Operations (includes physical facilities leadership; grounds keeping; building maintenance and environment)	Cost sharing for all of these services is done on a full time equivalent (FTE) method of calculation.	Estimated savings to university. \$482,741

<p>services; campus custodial; and scheduling of campus facilities) Campus Security and Public Safety (includes public safety administration; traffic management; and police and emergency responses)</p>		
<p>Academic Support Services (includes libraries)</p>	<p>Cost sharing for both these services is done on a full time equivalent (FTE) method of calculation.</p>	<p>Estimated savings to university, \$125,661</p>
<p>Student Life and Campus Events (includes student engagement; recreation and intramural sports and athletics)</p>	<p>Cost sharing for these services is done on a headcount method of calculation.</p>	<p>Estimated savings to university, \$81,985</p>
<p>Administrative Services (includes Office of Advancement and shared marketing agency)</p>	<p>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.</p>	<p>Estimated savings to university, \$149,585</p>
<p>Auxiliary Services (includes childcare center, cafeteria and vending services; shared copying and printing services; and campus bookstore / gift shop)</p>	<p>No changes</p>	
<p>Approach and Process to Sharing Services with Co-located Campus</p>	<p>In accordance with state policy and by mutual accord, the University and the co-located institution share resources and connect programs to benefit the students of both institutions. This collaboration allows for multiple pathways for student education, reducing unnecessary duplication of services, and promotes the effective use of state fiscal, physical, and personnel resources. The University and co-located institution have formal collaboration agreements and partner wherever possible with the goal of heightening academic quality, operational transparency, and economic efficiency.</p>	

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 June 2017 report 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-Collect.aspx

Has your institution considered the Ohio Attorney General's Student Loan Debt Advisory Group Report Recommendation 4 regarding best practices (Appendix C) for financial literacy? If so, please describe your institution's implementation and whether it is specific to the (Appendix C) advisory sheet or the institution's own practices.

- **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.
 - Scarlet and Gray Financial is a nationally recognized peer financial coaching program housed in the Student Life Student Wellness Center. The program assists thousands of Ohio State students each year in areas including financial goal setting, banking, budgeting and credit.
 - 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.

The Ohio Attorney General's report also suggested (Recommendation 5) institutions seek student consent to contact them by email and/or mobile phone. Does your institution make an effort to collect this form of contact information? Do you include consent to be contacted as part of this effort? Please describe.

- **Yes, 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.** This information is captured at the time the student applies and is required to be updated/confirmed correct once a year.

Certification Practices

ORC 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, 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.

Please provide a chronological summary of notification practices your institution uses to notify students of debts owed? For example, does your institution email students to notify them of debt owed?

- Loans
 - i. 30 days before grace ends student receives a paper statement and a call
 - ii. Monthly paper bills
 - iii. One- and five-months delinquent student receives a dunning letter
 - iv. Two – eight months delinquent student receives a call
 - v. Emails are sent ad hoc and depend on the scenario and loan type
 - vi. Eight+ months delinquent certified to OAG
- Accounts Receivable
 - i. 1 – 90 days past due
 - 1. Monthly emails
 - 2. Hold on account
 - ii. 90 – 365 days past due
 - 1. Hold on account
 - 2. Monthly paper bills
 - 3. Monthly call
 - 4. Monthly email
 - 5. Dunning letters 181+ days past due, monthly
 - iii. 365 days past due – final warning letter giving 30-day notice & certified to OAG if no response

Do you send repeated emails using a schedule?

- Yes. Account Receivable schedule monthly emails. Loans' emails are sent ad hoc and depend on the scenario and loan type.

Do you only use a hardcopy letter?

- No. We also communicate via phone, email and letter.

Does your institution require confirmation of receipt before certifying the debt to the AG?

- No

Do you task a human being with making phone calls to students before certifying debt? Yes, we make at least one phone attempt per month per account.

- Please see #1 for details.

Per Recommendation 7 in the Attorney General report, best practices may include the National Association of College and University Business Officers Best Practices of Financial Responsibility Agreements with Students (Appendix D in the report). What, if any, efforts has your institution made to adopt uniform certification practices with peer institutions in the State of Ohio?

- We are a member of the Ohio Bursar's Association and actively participate in conferences, list-servs, and other organized meetings. These serve as times we can discuss practices and compare ours with theirs and make any needed adjustments. Size and complexity of universities factor into practices so it is not always feasible for universities to completely align however we always strive to serve our students in the best possible manner and ensure their success not only at Ohio State but wherever their life may take them.

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 2020 only, please explain what, if anything, your institution is doing that is a new benefit for your students that is not already addressed above. 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.

Category	Initiative	FY20 (Actual)
Cost savings/avoidance to the institution in <u>FY20 ONLY</u>	College and Support Unit benefits optimization and 5% administrative budget cuts Operational efficiencies, energy savings, trademark efficiencies and call center centralization Personnel savings and position control pilot FOD Consolidation, consolidation of fleet and strategic initiatives	\$26.1 million \$2.6 million \$18 million \$2.1 million
New resource generation for the institution in <u>FY20 ONLY</u>	Comprehensive Energy Management / Nike annual endowment distributions Parking annual endowment distribution Property sales, new contracts and license sales	\$36.7 million \$11.3 million \$23.4 million
	President's Affordability Grants student aid	\$23.5 million

Cost savings/avoidance to students in FY20 ONLY	Digital Flagship iPad Program	\$3.6 million
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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.

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 Template for FY20 actual and FY21 future goals.***

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.**
 - Allowing institutions to set differential tuition rates or apply special fees for space, facility, online infrastructure and faculty needs
 - Create permissive authority for public, four-year institutions to sell real property via an act of the Board of Trustees (similar to current authority for public, two-year community colleges) or via the state Controlling Board rather than requiring a statutory change. The lag time in legislation being enacted can impede progress on conveyances and may even prevent projects from moving forward that benefit the state, the university, and economic development/job creation. An alternative to current law could be to set a real property valuation dollar amount threshold for an administrative process whereby parcels below a certain valuation would be conveyed without a law change.

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. These could be limited to utility or local governmental entities as many involve electrical, sewer, and street right-of-way needs.
 - Grant Boards of Trustees authority to meet remotely as permitted in 2020 by HB 197, and as proposed by HB 404. In addition to efficiency, remote meeting participation authorization may encourage those who are reluctant to accept an appointment to a university's Board of Trustees due to time commitments to respond affirmatively.
 - Permit institutions to assist with or complete the "paperwork" for entities applying for the TechCred program. Some private sector entities have expressed interest in pursuing TechCred upskilling opportunities for current or potential employees with higher education institutions but have then chosen to not pursue the partnership as the application process was perceived as too burdensome. We know the value of the program and want to be allowed to assist, which could expand the population of Ohio companies participating in this credential program.

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 predated the 2020 Vision.

Category	Recommendation	Component	Description	FY2016	FY2017	FY 2018	FY2019 (Reviewed)	FY2020 (Actual)	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	\$ 55,700,000	\$ 58,100,000	\$ 61,900,000	\$ 64,000,000	\$ 63,600,000	\$ -	\$ 303,300,000	Since FY12, Ohio State's strategic procurement program has produced cumulative savings of \$451.6 million. The program has also generated \$53.6 million through strategic procurement compared with contracted rates in fiscal 2012, with savings remaining within units.
		Collaborative contracts	Pursue new and/or strengthened joint purchasing agreements.								
	4B	Operations review	Conduct an assessment of non-academic operations that might be or are more efficiently by a regional cooperative.								
		Cost diagnostic	Identify key drivers of costs and revenue across the university.	\$ 38,520,450	\$ 63,197,332	\$ 54,009,597	\$ 61,850,404	\$ 48,918,629	\$ 252,200,000	\$	\$ 256,376,420
	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				\$ 94,220,458	\$ 111,297,332	\$ 115,909,597	\$ 125,850,404	\$ 112,418,629	\$ 252,200,000	\$ 559,676,420	
Category	Recommendation	Component	Description	FY 2016	FY 2017	FY 2018	FY 2019 (Actual)	FY 2020 (Actual)	FY 2021 (Estimate)	Subtotal	Budget Narrative/Explanation of New Resource Generation \$ (attach additional sheets if necessary)
New Resource Generation	4C	Asset review	Conduct an assessment of non-core assets to determine their market value if sold, leased or otherwise repurposed.	\$ -	\$ -	\$ 1,095,587,718	\$ 34,842,506	\$ 36,726,839	\$ 30,000,000	\$ 1,188,157,093	
		Affinity partnerships and sponsorships	Upon determining assets and operations that are to be repurposed, identify opportunities for affinity partnerships and sponsorships.	\$ 31,560,000	\$ 1,007,444	\$ 1,031,000	\$ 8,738,570	\$ 11,345,000	TBD	\$ 53,682,023	
Subtotal New Resource Generation				\$ 31,560,000	\$ 1,007,444	\$ 1,097,619,727	\$ 43,581,076	\$ 48,071,839	\$ 30,000,000	\$ 1,291,839,086	Annual endowment distributions, philanthropy and other payments from energy partnership. (Note extension, as applicable) during energy partnership, along with sale of non-essential real estate.
TOTAL OF COMBINED INSTITUTIONAL OPPORTUNITIES FOR ENHANCED STUDENT AFFORDABILITY				\$ 125,780,458	\$ 112,274,776	\$ 125,358,324	\$ 169,431,480	\$ 160,490,468	\$ -	\$ 1,781,515,506	

SPECIFIC REDEPLOYMENT OF SAVINGS TO STUDENTS: Please use the area below to describe, in detail, how you plan to redeploy 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 \$30 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 Adversity 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 Tutor Guarantee. Each dollar saved supports Ohio State's strategic plan.

SIGNIFICANT CHANGES 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 college 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.