November 4, 2016 meeting, Board of Trustees

THE OHIO STATE UNIVERSITY
OFFICIAL PROCEEDINGS OF THE
ONE THOUSAND FOUR HUNDRED AND EIGHTY-SEVEN
MEETING OF THE BOARD OF TRUSTEES
Columbus, Ohio, November 3-4, 2016

The Board of Trustees met on Thursday, November 3, 2016 at Longaberger Alumni House and Friday, November 4, 2016, at Curl Hall of the North Residential District in Columbus, Ohio, pursuant to adjournment.

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Minutes of the last meeting were approved.
November 4, 2016 meeting, Board of Trustees

The Chairman, Mr. Shumate, called the meeting of the Board of Trustees to order on Thursday, November 3, 2016 at 2:00pm.


Mr. Shumate:

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

Dr. Thompson:

A quorum is present, Mr. Chairman.

Mr. Shumate:

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

May I have a second?

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

Dr. Thompson:

Motion carries, Mr. Chairman.

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The Chairman, Mr. Shumate, reconvened the meeting of the Board of Trustees on Friday, November 4, 2016 at 9:59am.

Mr. Shumate:

Thank you for being here this morning. It is my pleasure to reconvene the meeting of the Board of Trustees and ask the secretary to note the attendance.

Dr. Thompson:

A quorum is present, Mr. Chairman.

Mr. Shumate:

Thank you. Again, welcome to everyone and it is certainly a pleasure to be in this wonderful facility at Curl Hall and we will hear more about this North Residential District further into our meeting. It is great to see everyone this morning and we look forward to the discussion with the board. So we are able to conduct the business of this meeting in an orderly fashion, I would ask that the ringers on all cell phones and other communication devices, be turned off at this time and I would like to ask all members of
the audience to please observe rules of decorum proper to the conducting of business at hand. I will now call on one of our student trustees, Dr. Lydia Lancaster, to present the student recognition awards.

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STUDENT RECOGNITION AWARDS

Dr. Lancaster:

Thank you, Mr. Chairman. I would like to call Robin Smith and Daniel Leach up to the table. First, I would like to introduce Robin. Robin Smith is a senior honors student in the College of Arts and Sciences - Behavioral and Social Sciences. She has maintained a 3.88 cumulative GPA while pursuing a double major in Political Science and Russian.

Robin has been the recipient of several awards from various Ohio State departments, including the 2015 Jacobina Aman Award for best undergraduate research paper in International Relations. Additionally, she was awarded the U.S. Department of State's Critical Language Scholarship, as well as the National Security Language Initiative for Youth scholarship, and she has spent time studying in Russia for both programs.

During her time on campus, Robin has been a very involved student. She is an associate editor for the Alger Magazine, OSU's undergraduate foreign affairs magazine, works for the Mershon Center for International Security Studies, and serves as a grader for the Political Science Department. Robin has also been involved in Buck-I-Serv, Collegiate Council on World Affairs, and the Mountaineers club. She is also a member of the Honors Collegium and Phi Beta Kappa.

As for the future, Robin has accepted a position with the Department of Defense as a language analyst and will be moving to Anchorage, Alaska upon graduation. When not almost seeing Russia from the comfort of her apartment at Joint Base Elemdorf-Richard, she plans to spend time rock climbing, hiking, and avoiding frostbite. Robin, we wish you the best, and we are certain you will represent the Buckeye nation exceptionally in your future endeavors. Please join me in congratulating Robin!

Ms. Smith:

Thanks, Lydia. Good morning, everyone. I have been instructed to give remarks now, I have never had to do this before, so hopefully it goes okay. First, thank you for presenting me with this award. It was a complete surprise and I am very humbled. The credit truly goes to my professors, especially Professor Gerry Hudson from Political Science and Professor Angela Brintlinger from Slavic and East European Languages and Cultures. Unfortunately, neither could be here today, and of course, to Professor Herrmann for the initial conversation that helped me make the choice to attend Ohio State. Also, thank you to my friends, two of whom are here today, for supporting me and making me laugh through the past seven semesters of limited sleep and high amounts of caffeine.

Although I am not your typical buckeye, I do my grocery shopping during football games and still mess up the verses to Carmen, I am deeply appreciative of the opportunity to have spent these past seven semesters at Ohio State pursuing a liberal arts education in the College of Arts and Sciences. When I came to Ohio State, I was terrified of being swallowed up in large lecture halls, but I have been privileged to be in the honors program, as well as in a small department, Russian, where I have become close with my fellow students and professors. These small and engaging classes have challenged my way of viewing the world, particularly a seminar on the Soviet version of World War II and a critical security studies seminar analyzing alternative theories of international conflict. Additionally, I have loved the experience of bouncing around from department to department taking classes for fun. I have been in the Spanish department, taken
classes in contemporary dance, rock climbing, and even taking a class in Gospel Choir, in addition to classes for requirements, which have been, let's be honest for a nerd like me, also fun. Because of the breadth of this liberal arts education, I have been able to explore how different disciplines connect to and enrich each other. By extension, I have been able to be exposed to many different, yet still valid ways of knowing that exist in the world. Thank goodness, I have another semester left.

Finally, to conclude I would like to thank my parents and grandmother for understanding the value of this liberal arts education Ohio State has provided. For understanding that yes, I can get a job with a degree in Russian and Political Science, but more importantly I thank them for understanding how a liberal arts education has helped me become an analytical thinker, eager to explore and question the world around me. Thank you.

Dr. Lancaster:

Thank you so much, Robin. Our next student to be recognized is Dr. Daniel Leach from the College of Dentistry, which is my home turf. Dr. Daniel Leach is a chief Oral and Maxillofacial Surgery (OMFS) resident in the College of Dentistry. He obtained a bachelor of science degree in biology at the University of South Carolina and he received his doctorate of dental medicine from the Medical University of South Carolina, College of Dental Medicine.

OMFS, or Oral Surgery, is the one of the nine specialty programs offered in the College of Dentistry and is a true bridge between dentistry and medicine. From wisdom teeth extractions to removing head and neck cancers, this specialty provides diagnoses and surgical treatment of diseases, injuries, and defects involving the oral and maxillofacial regions. In addition to providing care in the oral surgery clinic at the College of Dentistry, Dr. Leach also spends a large portion of his residency operating and treating patients in the Wexner Medical Center as well as Nationwide Children's Hospital.

When not in the operating room, Dr. Leach is involved in research and volunteerism. He has presented his research on bone regeneration at the national level and has given various lectures to dental students and those in other academic arenas. Dr. Leach has been involved in dental community outreach and has served as a dental faculty advisor during the PODEMOS (Partnership for Ongoing Development, Education, and Medical Outreach Solutions) Honduras health mission trip, which is organized by Ohio State health professional students. He is a member of the American Dental Association and the American Association of Oral and Maxillofacial Surgeons.

After graduation, Daniel will serve as a practicing oral surgeon in South Carolina, and also plans to serve as an OMFS adjunct faculty member at the Medical University of South Carolina with hopes to share his exceptional OSU training back in his home state. Please join me in congratulating my fellow dental colleague, Dr. Daniel Leach!

Dr. Leach:

Thank you very much, Lydia. First, I would like to thank my beautiful wife, Sarah, for all her love and support throughout my training. I honestly do not think I would be sitting here receiving this award if it were not for her. She truly is my motivation.

Thank you to Dr. Larsen, the chairman of my program, sitting behind me, for giving us the opportunity to achieve the highest level of training anywhere. I also want to thank Dean Lloyd for his thoughtful consideration of me in nomination for this award. It really means a lot to me after pouring my heart and soul into everything I have done here at Ohio State. OSU is a place like no other. Sarah and I both came here from Charleston, South Carolina for an internship in OMFS, as well as a general practice residency in dentistry for her, both one year obligations, but the moment we arrived, she looked at me and said, I think we are going to be here for a while, and we both just had that feeling that this is the place for us. I was accepted in the Oral and Maxillofacial Surgery program
that year and she was accepted into the dental anesthesia program. I feel like the luckiest person in the world to be serving the community, here at Ohio State.

I have spent countless nights on call for facial trauma here and at Nationwide Children’s Hospital, sometimes staying up all night to repair complex facial lacerations, especially dog bites at the Children’s hospital. I have had the opportunity to take dental students to Honduras with the PODEMOS group to provide dental extractions to people who would otherwise have nowhere to go and this has been a truly rewarding experience. I am absolutely honored and humbled to be receiving this award and proud to be a Buckeye. We plan to continue to make Ohio State proud and hope to take our superior education and training back with us to South Carolina where our goal is to establish dental care for special needs patients who could benefit from our specialized training, only afforded here at The Ohio State University. Thank you very much to the board for inviting us today, I am forever indebted to OSU for making me the person that I am.

Dr. Lancaster:

Thank you. Both you and Robin had wonderful comments. Next we are going to present the award and photos. We will start with Robin’s photo first.

Mr. Shumate:

How about another round of applause for Robin and Daniel? Speaking on behalf of the Board, we wish you great success in your future endeavors and we are confident that you will have full and successful lives and careers because of what you have learned and experienced here at The Ohio State University. Let’s congratulate them once again. As I said earlier, we are certainly pleased to be in this wonderful facility and thank you for hosting our board meeting for this month. We have a special opportunity to hear from our students and our Senior Vice President for Student Life, Dr. Adams-Gaston on the residential approach to student success and see where this dynamic program actually occurs. With that, Dr. J., I understand you have an action packed agenda and presentation for us.

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STEP AND NORTH RESIDENTIAL DISTRICT TRANSFORMATION

Dr. Adams-Gaston:

I do indeed. Thank you so much for having us here today, and providing the time for us to acknowledge and celebrate what is really a great advancement for Ohio State in the student experience and that has happened over several years.

Many of you will remember when we came before you in 2012 to discuss a signature project, the Second Year Transformational Experience Program, which we call STEP, was in pilot and then the North Residential District Transformation and Construction plan that would enable and support STEP. Today is a celebration to a community of scholars. It is a whole campus endeavor and I will thank those members of the campus later, but it really was born by this Board of Trustees and their vision and their commitment. This is our opportunity to express our thanks to you and to give you a little sense of what you have, in fact, created. I remember many years ago, when I first came here, and we were talking about a second year live-in opportunity for students. It was this Board of Trustees that said, show me a program worthy of the investment of this university. What we were able to do as a full university was to create something that stands as a national presence and a national model for the second year experience. What we were able to do was to use the research that told us that the predictors of success for second year students were interaction with faculty, living on campus, interaction with peers, formally and informally, engagement in campus activities at a high level, and institutional
commitment. That research informed what we put together as a university to meet the commitment of our Board of Trustees.

It is interesting that the research that we got back from Gallup on our alumni actually supported these predictors, not only in their success when they were students but their success through their lives. Those individuals who captured the importance of the in the classroom experience and the out of classroom experience were much more likely to have lifelong wellness and a tendency to thrive in the workplace. This really is about transforming lives. We have had a comprehensive approach and a commitment to the second year student experience. We had a first year experience that was thriving, we needed something in the second year, at a time when many students are trying to determine, is this for me, am I good enough, does this work. Something that changed their trajectory and something that got them engaged. What we able to build was an inside and an outside of the classroom seamless experience where we have brought this together in a way that our peers come to us and say, how did you do that? Why is that working? How can we do this? Over the past years, beginning with the STEP pilot in the Fall of 2012, we have accomplished great things. Over 6000 students have participated in STEP, over 175 faculty mentors have been a part of STEP. There have been countless learning opportunities and 10 new buildings. STEP is not a facility and it is not simply a program, it is a construct about how a program can be facilitated by the environment. We brought faculty where students live and they have integrated their experiences in a way that I can only call transformational. That said, I hope you will enjoy your time today in the North Residential District. I hope you get a chance to explore the many things that are innovative, not only here in the north district but in the south area, and what we have done to improve the western area. I am going to tell you that this will be like unlike any meeting that I have been at in the Board of Trustees. We hope to engage you, we hope we invite you to experience with our students their experience of STEP and I am going to ask; however, if you could wait until the end to ask questions, I know you'll have lots of questions because you will be so engaged, so if you can wait until the end if you can, I would appreciate it.

Mr. Shumate:

Well, Dr. J., let me quickly abide by that rule, I would like to ask Linda Kass who has been Chair of our Academic Affairs and Student Life committee, heavily engaged in the STEP program, working with you and other leaders in your division to make this a reality, just to make a couple of comments if that is okay? I know I am catching you off guard.

Mrs. Kass:

A lot of places talk about what they are going to do, and this is about what we have done and this is a national model of best practice. As you will hear, there were a number of universities that were visited when they were going to construct the second year experience here and I think they found these supposedly best practices to be missing something and what they were missing, they brought here at Ohio State. I think that all of those involved across the university, our students, faculty, and student life and academic affairs team, everyone on the facilities, etc., deserve our admiration and our gratitude, and that is all I will say right now.

Mr. Shumate:

Thank you.

Dr. Adams-Gaston:

Thank you, Chair, and thank you, Mrs. Kass. I would be remised if I did not say that this would not have happened without Linda’s commitment and care and leadership and friendship. Thank you so very much.
To help provide a bit more information about the north district and our overall approach to the project, I am going to welcome Molly Ranz-Calhoun who is the Associate Vice President for Student Life. After Molly speaks, Dr. Linda Martin will talk about STEP and the faculty experience. Linda is the Faculty Director for STEP as well as the Associate Dean and Director of Academic Programs for the College of Food, Agricultural, and Environmental Sciences and then you will hear from the students.

Ms. Ranz-Calhoun:

Thank you, Dr. J, and thank you for the opportunity to be here this morning. As we discussed briefly yesterday, the North Residential District Transformation has truly been a phenomenal collaboration among virtually every department at the university. Of course, this includes the obvious ones, Administration and Planning, Business and Finance, and the Office of Legal Affairs, but it should be noted that we hosted many opportunities for faculty members to provide input, particularly because of their involvement with STEP. In my more than 30 years here at the university, I have never been involved in a more collaborative project and that is because of the Board’s support and emphasis for us to look at this as a comprehensive project, not just as pieces and parts, not just as bricks and sticks, but as a project where facilities follow program.

Accordingly, the construction decisions were driven by the pillars of STEP: access to academic resources, which involve academic engagement and curricular; community, and this is how our students who live in the residence hall communities learn to function as a part of the larger whole; and self-awareness which encapsulates individual development in many aspects with application for career growth and how students grow as global citizens. To give an example, because community building is so important to student development, one of our decisions we made was not to allocate additional resources to creating living spaces which would encourage students to stay in their rooms; rather, we worked hard to ensure that the common areas were places where students would be drawn to, complete with lots of natural light, wireless capabilities, and furniture that would encourage the students to come together, both formally and informally. In addition, dining options were intentionally placed on Woodruff Avenue, next to the academic core, based on faculty suggestions that that would make it easier to grab a cup of coffee or take a student to lunch. Likewise, research suggests that campus access to green space is supportive of students’ perception of higher quality of life and opportunities to relieve stress. That information, along with student feedback pushed us to more than double the amount of green space in the north district. Again, having a broad range of stakeholders input, data, and guiding principles allowed us to have very targeted decisions. We also took advantage of the thousands of students we already have living with us and they often give us great feedback. We used the data from our user surveys from the south district to help us make decisions about the north district. For instance, the south students love the lounge areas that we had created but they suggested that the furniture needed to be more mobile so that they could use it for different things and they told us that the desk chairs did not work very well for short students. In the north, we put the lounge chairs on casters so they can move it around and we added an adjustable height desk chair. I know those are simple but from a student experience, it made their day. I could truly talk about this project for hours but it will help even more for you to experience through the eyes of the students.

(Video Presentation)

Dr. Martin:

While those that envisioned STEP, took great care to visit a number of institutions and get best practices, when they put it together to form STEP, it really was the best of those and more. As it was said before, STEP has become the gold standard for second year programs around the nation. I think one of the things that has been most remarkable for me is how STEP has captured the imagination of the university. Even our prospective students and their families, when they come here, they ask questions about our second
Some of the really great parts of STEP that make it unique is that it is a true partnership between the Office of Academic Affairs and the Office of Student Life. That interface and the place where those two come together are the greatest opportunity for student growth. That is where the other transformation occurs for our students. There are diverse backgrounds for each of our cohorts. Cohorts are a combination of 20 students that are paired with a faculty mentor and the diversity that exists in that cohort brings together students of all different backgrounds from different majors, and from different academic disciplines with faculty that have an academic background very different than the students in their cohort. That diversity brings great richness from what we are able to provide in the way of STEP. One of the real plusses of STEP is all the work we have put into not making it one size fits all. With 2,500 students, you might assume that that is not the case but no two cohorts are the same, and no two experiences for the students within a cohort are exactly the same and that is because of our faculty mentors. Our faculty mentors will work with each of the students to take them from where they are to where they want to be, to think about the opportunities, and think about the possible transformations that can take place during that second year. Faculty mentors work with our students all during that second year. The first semester, they work more in cohorts and work on building community and a sense of peer interaction within the cohort. Then in the spring, they work much more one-on-one with each of the students in their cohort to help them develop their proposal for their STEP signature project. Each part of STEP has been transformational for students, whether they are completing their professional development co-curriculars, doing their financial literacy, participating in their peer group, their cohorts, each part of it is designed to be transformational. STEP was purposefully created, not only to meet the academic needs of students in the second year, but more importantly to address the personal development needs of second year students on our campus. At the onset, students will tell us, I participated in STEP because I wanted to do a signature project that allowed me to study abroad or do an undergraduate internship or do an undergraduate research, an artistic and creative endeavor, or leadership or community service, and that is certainly something that is still a highlight of their STEP experience. When they are finished with their second year, they say, what they didn’t expect, is that strong close relationship that they were able to build with their faculty mentor, somebody who believed in them, their ability to achieve success, and had guided them through that second year. I think the real surprise for me is that it was not only transformational for our students, but our faculty are telling us that it has been transformational for them as well. Our faculty mentors say that they are better teachers, that they are more engaged in the classroom, that they understand the needs of our second year students, and they understand the resources that are available for our students on campus and even better, they are telling us that they are able to interact with a community of scholars who are passionate about making a difference in the lives of our students.

Our faculty mentors help our students explore more, think bigger, think more about opportunities, and really think about that transformation that could happen. I would say that as Director of STEP and watching it grow from 900 to over 2,500 students, I can assure you that it has not only been transformational for the students and the faculty but it has been transformational for this campus. Today, you will have a chance to see a little bit of that as you see through the eyes of our students and our faculty mentors, a little bit about what that experience is like. At this time, it’s my privilege to introduce Danielle DiScala, a senior from Aliso Viejo, California, majoring in political science and her faculty mentor, Bernadette Vankeebergen. Patty has been a faculty mentor for three years now with STEP. Daniel Rodriguez, a senior, from North Canton, Ohio, majoring in theater and communication and his faculty mentor, Bernadette Vankeebergen and she has been a faculty mentor for two years with STEP. Callie Lacinski, a senior from North Royalton, Ohio, majoring in dance, and her faculty mentor, Shashi Matta. Shashi has
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been a faculty mentor with STEP for four years. So, at this time, it is my privilege to introduce our faculty mentors and our students.

Mr. Shumate:

Before they come, let me just see at this point, from the board’s perspective, because we do want this to be interactive and a dialogue and discussion, are there any questions for the administrators who lead the program before we go to the students and the faculty mentors. Any questions?

Mrs. Hoeflinger:

Quick question for you. Thank you. The excitement is so lovely to see. I went here way too many years ago to say. It is great to see how we are combining student life in all aspects. When you think about the STEP program, do we have a certain number sign up, and is there enough room for everybody? Or do we have any concerns about that as we move forward?

Dr. Adams-Gaston:

Great question. Thank you so much. When we envisioned STEP, we envisioned it as a program that could facilitate all students’ second year experience. If you will recall in 1965, over 50 years ago, the Board of Trustees said that all first and second year students needed to live on campus, but we could not accommodate them for many, many years. With the addition of the North Residential District, we have been able to accommodate that second year live in requirement with the support of the STEP program. At this point, the STEP program is available to all students and we do have the capacity for all students to be engaged.

Mr. Gasser:

Dr. J, I have another question. It is along the same lines as Erin. Do we have any statistics that have shown how students who are in STEP have done compared to students who were not in STEP, or is it too early in that process?

Dr. Adams-Gaston:

We do. One of the things that we were fortunate to do was three years of pilot program and we have had assessment through the Center for the Study of Student Life for the entire time. We do have data that tell us that students who are engaged in STEP are more successful in terms of academics and grades, but they are also more engaged, they have a better sense of self and the sense that they belong in the university. Those are the things that we had hoped for and our data does give us that information.

President Drake:

But the sample would be, before there were data on that, you would have to have a sample that was randomized.

Dr. Adams-Gaston:

We do, and we have been able to do that, particularly, with the beginning, but not the last two years, so the first year we did.

Mr. Shumate:

Can you just very briefly describe for us the difference between our first year program, and again, Dr. Martin or Dr. Calhoun feel free to comment, but what is the basic difference between the first year experience and the second year experience?
We work very closely with FYE because that is important in terms of the transition. First year experience really focuses on helping students be successful as students, so meeting academic needs and helping students understand the academic resources that are available to help them be successful as a student. During the second year, the STEP program, really helps them start to develop the kinds of skills, the kinds of competencies that will allow them to be successful beyond graduation. It is building that sense of self, self-awareness, opportunity for reflection, thinking about where they are headed, their life goals, and how the things that they can choose to do and the activities in which they engage can help move them toward those goals.

Mr. Shumate:

Thank you. Any other questions? Again, thank you and now we will have our students and faculty mentors.

Ms. DiScala:

Hi everyone, my name is Danielle DiScala. I am a fourth year political science major and current Vice President of Undergraduate Student Government. I am here today with my cohort leader, Dr. Patty Cunningham who is the director of the Department of Social Change.

Seeing as I voluntarily lived on campus my second year at Ohio State, joining the STEP program was a no brainer for me. I did not think too much into it, I simply checked a box on my housing application. Little did I know at the time, just how transformative this program would be for me, in both my personal and professional life. As I mentioned, I am majoring in political science so I knew I wanted my project to be centered around government and policy. Other than that, however, I had no specific idea of what I wanted to do. Thankfully, I was paired with Dr. Patty who took a genuine interest in my interests and goals. She encouraged me to think outside the box, gave me unwavering guidance, and helped me realize my potential in politics. After extensive research, deliberation and reflection, I was accepted to participate in Ohio State’s Canadian Parliamentarian Internship Program, a combination of both a study abroad and internship program. Not only did my experience expose me to another culture and country’s governmental system, it developed my inter-professional skills in a way that no class held in a lecture hall could ever do. As an intern, I was challenged to oversee constituent correspondence, drafting speeches for my member of parliament, and even attend functions with her. Additionally, I was able to assist my office in their successful and groundbreaking initiative to end the taxation of feminine hygiene products in Canada. Needless to say, the STEP program was a critical supplement to my extraordinary education at The Ohio State University. I firmly believe that it was my time as a parliamentary intern that prepared me to land an internship in a congressional office in Washington D.C. the following summer. Post-graduation, I hope to return to that same congressional office as a full time staff member and I truly feel that I have the STEP program to thank for that. Because of STEP, I can look confidently and fearlessly toward my future.

Dr. Cunningham:

Good morning! Danielle was in my first cohort and a part of me feels kind of bad because she was the guinea pig cohort, but you can see that she is excellent, right? What I did with this group, on the onset, I noticed she is out of state. So many students are coming from all of the country and so we started many field trips. If you have ever been to Grandview, there is this really great chocolate café and that was our first field trip and it really sealed our cohort as like a group, as a team that were just folks that were actually going to talk to each other and not be awkward all the time. That was really great for me. What I also did was encourage students to take classes that they were interested in.
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Being a faculty member, you are actually coaching students and you can see where their fit is, and you are like, you know if you are in political science, you probably want to take something with Dr. Herb Asher because he is the eminent scholar in his field. Relationships, letters of recommendations, classes, experiential learning opportunities, and involvement, and civic engagement, these are all things that I think faculty mentors have to put in their tool box and be prepared to give to students when they need it. Now, several of these cohort members are preparing for graduation, so our relationship has really changed and helping some of them through the graduate school process or bringing post-grad ideas to them that they have maybe never thought about before, or that we know some new relationships that we can connect them to.

This year’s cohort just finished making an NPR Tiny Desk concert. We made this video and laughed the whole time playing random music and if you know anything about music and playing music, it is really good for your brain, it works both sides, it is really good for de-stressing. Hopefully you catch our video on YouTube soon. These memories with karaoke, dinners, and building community provide a type of support that, without STEP, would not be happening. STEP allows me to be on the pulse of the student experience, making me better in the classroom as a professor. What is great about Danielle is she took one of my women’s leadership courses and when you get a student who already has talent and all you have to do is develop some of those talents and just move out of the way, it makes you feel like a full faculty member in all honesty. For me, I think as a faculty mentor, something that I have also tried to be better at is students have conglomerate interests; I have three students, for example, who want to be pre-med, or still thinking that they are pre-med, and one of the things that I have never done before was, why don’t we have dinner with actual young MDs that are in the area so that you guys can really see, residency is like this and really getting the opportunity to have something that is outside of the classroom. The same thing with social work students. I have six social work students and they are going to have dinner with clinical social workers, different types of social workers in the field, again, using relationships to provide students with an experience that is more than just their every day, this is what I am doing. I think that when you have someone like Danielle, a critical thinker, someone who is ready to sort of take the world by storm, you use that as, here is the opportunity and this is how I can do other students better, so thanks for being a guinea pig but I think now in my third year, I am such a better faculty mentor, so thank you.

Mr. Shumate:

Thank you. Any questions for Danielle or Dr. Cunningham? Nice, thank you.

Mr. Rodriguez:

Hi, good morning. My name is Daniel Rodriguez. I am a senior studying communication and theater and this is my STEP advisor, Bernadette Vankeerbergen and she is the program director for curriculum and assessment for the College of Arts and Sciences.

This is the story of a story, how it came to mind, how it came to be, and how it came to change how the world looked to me. Combining aspects of the aesthetic and the realistic, my STEP project culminated with the writing and publication of The Peregrine Muse, an anthology comprised of short stories and poems. This undertaking allowed for creative expression and growth, as well as an opportunity to practice effective communication, both of captivating stories and of salient societal issues. The book and its theme changed immensely from the first page to the last and I have changed alongside of it. I examined the intermachinations of my mind and fostered ideas that had previously been foreign to me. Furthermore, I took a heavy look at society and found ways to distill the chaos of living into stanzas of poetry, into vivid metaphors in my prose. My faith in people never wavered but my perspective on the world inherently changed and this will undoubtedly color and continue to color the rest of my future works. I put myself into the particularly vulnerable position of not only placing my deepest thoughts on public exhibition but they were also uncensored. I worried that people would not want to read
such things, that what I had written would not be relatable, and this could not have been further from the truth. The response has been overwhelming. I have sold nearly 200 copies in under two months and I brought copies for the board today, if anyone is so interested. The book is now on sale at the Book Loft in the German Village and it will be on Amazon by the end of the year.

Most importantly though, what has had the greatest impact on me, is the feedback that has essentially reaffirmed why I do what I do and I could not be happier about the difference that my muse is making. Going one step further, this reassures me in my aspirations for the future. In the same way that I was once writing to please others, I was also searching for careers that fit the mold that others had crafted for me. No more. I’m incredibly attune with what I love in life, more so now than ever, and I have faith that this will undoubtedly lead me to discover an incredibly rewarding professional path. STEP afforded to me the opportunity to live out a dream and to help me realize the inherit power of my words as I move forward in life. I will never ever forget this experience and I only hope that my journey and my stories may inspire others to find themselves in their own time, too. And now, and excerpt from my short story, Burgundy Beach:

“Passionate was the storm that night. Every thunderclap was like a cannon blast and every lightning strike lit up the black in an instant. The visual display was raw and spectacular, crashing and weaving with a barrage of waves below. Not surprisingly, the day had been long and humid, so it was only a matter of time before the rains began. Once it started to pour, the deluge continued well into the morning, drenching the landscape and flooding the valleys. Elegantly, beads of water rolled down from clouds and pelted the earth like ceaseless gunfire. As if fell, each droplet struck a cord and made a sound, however small. Some orbs slammed against the stones and ricocheted into the ground while others landed among the trees and nestled in the leaves. Unfortunately, neither sound was all that attractive. There were, however, a lucky few raindrops that pitter-pattered against the tiles of the rooftop. Here they would dance and bounce about, creating a peaceful rhythm among the dissonance of the downpour. It was these such notes that lulled the lovers to sleep.” Thank you.

Dr. Vankeerbergen:

Thank you, Daniel. Daniel was my STEP student two years ago and early on that semester, he indicated that he loves to write short stories and poems and he had always wanted to write and publish a book. This is remarkable because not only is he a creative writing major, he majors in communication, but also his first language is actually not English, it is Spanish. Daniel’s grandfather, who still lives in Mexico, had written several books in the past, in Spanish, and Daniel felt that if he too, could write a book, that would bring him experientially, emotionally, and intellectually, closer to his grandfather. Daniel’s STEP proposal was exceedingly well written and talked about the process of writing in very nuanced ways. I nominated it to be featured as a best of the best STEP proposal. Daniel is very self-driven and had the self-discipline to bring his project to conclusion. In addition to writing all of the poems and stories, he also had to take care of finding a publisher, doing all of the editing, copy-editing, graphics works, and even market his own book. As we know, he has now sold over 200 copies. In essence, I believe that STEP’s transformative experience has not only turned him into a published author, but also an entrepreneur. STEP has very much contributed to enriching my work at Ohio State. It is an excellent opportunity to be involved with students in a co-curricular experience, it is a lot of fun to go with them to a fitness class at the rec center, like we did last week, and I look forward to volunteering with them in the underserved parts of Columbus as we will do next week. It is extremely rewarding to be able to help students develop a project that has unique significance to them. I also have found STEP to be a very nice way to meet faculty from around the university. In short, STEP has made me feel more connected to the university community at large. Thank you.
Mr. Shumate:

Thank you. Excellent. Any questions for Daniel or Dr. Vankeerbergen? I assume you will be around after the meeting for a book signing? Okay, very good. Thank you so much.

Ms. Lacinski:

My name is Callie Lacinski and I am a fourth-year, obtaining a BFA in Dance. Under the fostering instruction of Dr. Matta, my incredible STEP faculty mentor, I had the opportunity of touring dance throughout several schools and performance venues in Salvador, Brazil. I worked with Dr. Matta for almost two years and spent a semester and a half in intense rehearsals and classroom course preparation to depart on a thirteen-day tour, an educational experience through Salvador. Without STEP, I would have never had this experience. It has left me overwhelmingly changed as a professional in my career and as an everyday human. Professionally, I learned how to collaborate with others, be selfless in teamwork, and have flexibility and performance ability. More personally, I have learned how to accept another’s culture, without imposing my own, embrace diversity on a deeper level, and expand my perspective to that of others. STEP has allowed me to experience the giving and kind nature of Brazilians and I try to carry that kindness into my every day actions with strangers, family, and friends, alike. Today, I will be performing a short dance to a piece of Samba music by Clara Nunez, inspired by my experiences with the OSU Brazil tour. I invite the board to stand to see better, if they so wish.

(Dance Presentation)

Dr. Matta:

Good morning. Callie Lacinski, ladies and gentlemen. Isn’t she breathtaking? Full of life? She came to me in the Fall of 2014 as a member of my STEP cohort. One of the first exercises I make my students do in my STEP cohort is that of self-discovery. I make them articulate or find inspiration to state a point of view. I ask them, what do you stand for? What’s your world view? I force them to articulate that and in October 2014, Callie, inspired by Vivian Green, wrote and shared with me and the rest of her cohort, “Life is not about waiting for the storm to pass, it is about learning to dance in the rain”. Now having seen her, for two years, having mentored her, I can assure you, she can dance in a hurricane. I have been with STEP since the beginning. I have been a STEP mentor for four years. I do a lot of things at the business school. I direct MBA programs, I teach, I consult, I speak nationally, I train executives, but apart from all of those things the thing that gives me most joy has been to spend time with my STEP cohort each year. Every week in the fall and perhaps every other week in the spring. I have been a faculty member here at Ohio State for 10 years and like many of my faculty colleagues will tell you, every day we receive at least a couple of emails from students we have taught previously who will say thank you, who will express gratitude. Gratitude that of students towards educators is well documented and we all experience that being at Ohio State. Perhaps what is less known, less documented and less thought of, is the gratitude, that we, as professors, as educators, have for students. I will tell you why. I wake up each day and I come to the university fully knowing that I am touching the future. Fully knowing that I am shaping the next generation of artists, of business leaders, of technical minds, of entrepreneurs. My heart therefore is full of gratitude for the opportunity to do that. STEP has made me more empathetic, has opened up my mind, and has forced me to think like a millennial sometimes. I very much enjoyed this opportunity, so thank you.

Mr. Shumate:

Any questions or comments from Board members?
Mrs. Wexner:

I do not think we as a board have really had the chance to see how this program operates on a very personal and daily basis and I am overwhelmed and so appreciative.

Mr. Shumate:

Dr. Reid, I am sure you have some comments.

Dr. Reid:

Rarely, do I not have words. I have a particular heart for students, I think everyone knows that. To see the transformation that these students bring to the STEP mentors is just pretty astounding to me. I also want to thank you Dr. J, for bringing the students and the mentors forward. This is a board meeting like no other and I really do appreciate that.

Mr. Gasser:

Mr. Chairman, I think we also owe a deep amount of gratitude to the professors for all the time and effort they are putting into this too because just listening to them, there is extra time and I think we want to thank you for that also.

Ms. Vilagi:

I think it is worth noting all the work that has been done on the buildings, of brick and mortar. When I was a freshman, only three some years ago, south campus was the place to live and that has completely changed. The north campus is absolutely gorgeous to walk through. It’s well lit at night, it feels safe, it feels like home, so I am very grateful for the transformations in the buildings as well.

Mr. Shumate:

Absolutely. Any other comments, Alex?

Mr. Fischer:

For me, being a newbie around this table, this is a real reminder of the impact that we have for generations. I often heard Les Wexner and Bobby Schottenstein and one of the visionaries, Gordon Gee talking about this, years and years ago, and to now see a manifestation of it is a reminder that the work that we do today really has important consequences long after we are gone.

Mr. Shumate:

Absolutely. I would be remised if I did not mention Ron Ratner who took a leadership role in terms of the facilities and really ensuring that each of our facilities would be experiential and that would bring to life what we do here at Ohio State in terms of the impact we have on our students. We talk a lot about our incoming class and we are very proud of the statistics and the numbers but this is clear evidence, first-hand experience for us as board members, on what happens to students while they are here and we are certainly not only impressed but very proud and will continue as a board to be very supportive of these efforts. We look forward to hearing more about this in the future. Let’s give them all a great round of applause. Thank you.

Dr. Adams-Gaston:

As we discussed earlier, this was not a one-unit success. This really was a success of the entire university. Student Life, the Provost, Dr. McPheron and the Provost before him but all of OAA, and Jay Kasey and Administration and Planning, Geoff Chatas, as
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the CFO. This is the first time that a CFO had ever taken me to the bond raters to talk with them and they were clearly, clearly surprised at what we were intending to do. Chris Culley in the Legal Office and the Research Office with the leadership there and Advancement with Mike Eicher and communications. This was unlike any other program we have ever done. I thank our President, Dr. Drake, for all that he has done to be supportive and to make sure that this program took the wings that we thought it could take. Again, Linda, I do not have words enough to thank you for all that you have done and all that you continue to do to keep us on track and to give us the spirit of success. Thank you so very much. At this time, we want to thank the whole board for your support of the North Residential District and we are going to let our students, faculty, and staff members share their own gratitude. You are going to see a short video and after the video has concluded, if you would like to stand, we have a little treat for you.

(Video Presentation)

Mr. Shumate:

It is going to be hard to have the business meeting after a start like this. Again, we thank all of you, Dr. J, your team, and thank you to our students and our faculty. Let me also thank the Board Office for working to get us in this venue and really coordinating behind the scenes our activities this morning. What a great way to start our meeting and to remind us of the critical importance of our students and our focus on prioritization of the learning experience here at The Ohio State University.

The minutes of the September meeting of the board were distributed to all board members. If there are no additions or corrections, the minutes are approved as distributed. Now, President Drake, we will turn to you for your report.

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PRESIDENT’S REPORT

President Drake:

A wonderful presentation and appreciate it. Thank you, Alex and good morning to everyone. Many comments have been made but I would like to echo very much the board’s comments about our students and the great things that they do. I would say to some of the faculty, I know some are still here, I was thinking as we were talking about mentors and mentoring and if you are in my office, I have a photograph of one of my first professors from many, many years ago and when he and I were both younger. He is gone now but I also have photographs of myself with students who I met when they were very young who are themselves professors now. It is great to see how the continuum goes on and we hear the discussions or the stories about the relationships that are built. I think that it was not clear to me that these were relationships that would last for the rest of my life, and in turn, almost like grandparents and grandchildren into new generations. It is a wonderful thing to be able to establish and actually why I still teach a seminar all these years later. It is a great part of the privilege of being a part of the university like this so thank you for all the work. Applause again for Dr. J. I really appreciate, Alex, that you mentioned Gordon and Joe and the people who years ago had the vision to say, gosh, here is an investment that will make a difference. I saw Gordon just last week and he was asking how things were going and I said things were going great. Things go great when you have the right foundation and that is often planted years in the past so another round of applause for the group.

We do a lot of things here that are focused on trying to provide greater value in education and one of the things that we are trying to do is to make the path to graduation as efficient and effective as possible. We have several new programs that we are unveiling to try to help us do a better job of that. One is to bring predictive analytics into the student advising process. This will allow us to better understand student performance, what is
working and what is not, so advisers will know with more precision when and how to provide support and be able to provide that support earlier. We have already implemented this approach at our Newark campus and, by December, expect that all of our academic advisors will use this more scientific, data-driven system. This past August, as you know, the University Institute for Teaching and Learning begun. The goal is to advance academic excellence for our students while increasing support for faculty. We expect this institute to create national best practices in the classroom and we have been very excited to watch its early progress. One example is the institute’s FIT program, which stands for Foundation, Impact, and Transformation, a word that we like. We now have 70 faculty enrolled in the pilot FIT program, as well as 20 of our outstanding and experienced faculty engaged as mentors. We are bringing together new hires, who bring their own exciting methods to campus, and joining them with many of our most effective and respected faculty, all to the ultimate benefit of student teaching. Another important thing that we are doing, and something that receives press in a lot of different ways is working on our student success outside the classroom.

This fall, we unveiled our One Day-One Week program for psychological support and counseling. If a student calls our counseling center, a person receives, the phone is answered within two or three rings and then the person on the telephone assesses the situation. If it is an emergency, emergency care is made available. If it is a non-emergency circumstance the student has an opportunity to have a telephone conversation with a counselor that day and then that counselor and the student look for the best possible in-person counseling later on and in general within a week, sometimes actually just within a few days. If there is a specific type of counselor the person wants, it might take a week and a half or two but generally it is within a week. The idea of One-Day One-Week is if you call, you get referred to an intake person that day and you have an appointment within a week. To test this, it was up and running, I, about three weeks ago, one day, just picked the phone up and called and said that I was a professor and, which is mostly true, but I had a student who might need psychological services and that was mostly true too. I tried to experience it for myself and my call was picked up just after the second ring and the person I talked to on the phone said that there were appointments available for, on telephone, 10 or 15 minute appointments that afternoon and the student just had to call and figure out what time would be best for her and that there were appointments later on that week or into the next week depending on what she would need. It really was a great thing to see and this is to try to make less of a barrier between need and perceived need and the ability to be able to move that forward. It also gives us a chance to work on making sure that we are modernizing and developing the responses that we have and so we are trying to learn from what we are doing to make sure that the outcomes are better, the programs are more efficient. Now, at least, if you pick the phone up, you get answered right away and directed towards someone who is there to help which is terrific.

Veteran’s Day is approaching and I want to acknowledge our many Buckeyes who serve or continue to serve, and those who have served. We have 2,100 students on our campus with a military connection; these are veterans, active duty, National Guard, Army Reserve, or ROTC. We have 1,200 faculty and staff who are veterans. It is very important that we provide the resources and services necessary to help our veterans succeed and I am very pleased to note Ohio State was ranked number one among the best institutions for veterans in 2016, number one nationally and that is a measure of our support services, flexibility, affordability, and graduate success. We have to pause for a second to applaud that. In fact, the Secretary for Veterans' Affairs was here a couple of years ago and congratulating us for being ranked number five and since then we have moved up so it is great.

Today, we can actually look out the window and see buildings in our North Residential District named for veterans who were once Ohio State Buckeyes, but are no longer with us. We are very proud to be a welcoming and inclusive university, particularly for those who have sacrificed so much for their country. When we were opening Torres Hall, I was able to be there and able to meet with members of his family to see the memorabilia that
we have from one of our recent graduates who lost his life defending our country. To
know that the buildings are named for people who have sacrificed and meant something
to us, and who have been pioneers, is something that makes the students who live there
proud and makes us proud as well.

Student support comes in many forms, including the generosity of our alumni and friends
around the world. As you all know, the But for Ohio State Campaign concluded this fall
with more than 750,000 donors. We believe this is the most ever for a higher education
campaign. Buckeye Nation gave $520 million to support students, including 39,000
scholarships, providing a new generation of students with their own But for Ohio State
stories. We heard many of those today. That is in addition to the $100 million that the
university is now committing to affordability grants for low and middle income students
between now and 2020. As you know, funding from these grants comes from university
wide efficiencies and revenue generation efforts that are now well underway. We have
already provided $35 million of these grants just in the first 18 months and we are looking
forward to doing more. Another factor vital to raising Ohio State’s academic profile is
faculty research and I mentioned the $520 million of scholarship support that we
received during the campaign, our donors committed $852 million to faculty and
academics, including 96 new endowed chairs and professorships. Overall, $1 billion will
go to support scientific research at The Ohio State University. Our faculty continue to be
recognized and supported by national and international scientific organizations. Through
the first quarter of fiscal year 2017, research funding from federal and non-federal
institutions is up 40% over the same period last year. This includes two significant
funding agencies: the National Institutes of Health and the National Science Foundation,
and they are among our two largest sources of federal awards.

I would like to close my remarks by saying that really our momentum has never been
stronger. In the past several months, we have seen several things happen. We have
had a record in our applications. We have admitted the most outstanding and diverse
class in our history. We have had records in alumni and donor giving. We have received
national recognition for the work we are doing in student support, faculty research, and
community engagement programs. The STEP program being another example of that.
Our continuing aspiration is to be a nationally competitive flagship institution, an
exemplar for the country in all that we do. At Ohio State, we do quite a lot. From this
experience, I can tell you that what starts at Ohio State often becomes an exemplar for
the country. It gives us a unique opportunity to help set the course for solving the most
important issues of the day. When we at Ohio State are at our best, the result is
meaningful impact for everyone. I look forward to continuing to work with all of our
partners in continuing our momentum forward. Thank you.

Mr. Shumate:

Thank you for your report, Dr. Drake. At this time, we will hear our committee reports
and we will start with the Wexner Medical Center Board, Abigail?

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COMMITTEE REPORTS

Mrs. Wexner:

Thank you, Mr. Chairman. The Wexner Medical Center Board met on Wednesday. We
began our meeting by introducing our new Dean for the College of Medicine, Dr. Craig
Kent. Dr. Kent joins us from the University of Wisconsin and he has just been an
unbelievably welcome addition. He rounds out the leadership team that the medical
center is developing and hit the ground absolutely running, in terms of reaching out to
faculty and really getting right down to the business of the work so we are thrilled to have
Dr. Kent with us.
Dr. Retchin provided the board with his CEO update. We reviewed the new enterprise scorecard and discussed those metrics coded as red. We are creating a broader scorecard to contemplate many more things and these are things that range from financial performance to quality metrics and so we are close to monitoring the real progress of the medical center. Dr. Retchin also shared with the board recent awards that the medical center has received from Vizient and Leapfrog, which celebrate the high quality of care that our team of physicians and nurses provide to our patients every day. These are really significant awards, one in particular noting our excellence in nursing care. Monitoring and understanding the quality work that goes on at the medical center is probably the most important work that we do. This is what determines patients’ outcomes and the quality of care that we are providing to our citizens. We are so grateful to see that work and to receive that kind of recognition.

Mr. Larmore then shared the financial summary for the first quarter of the fiscal year. Overall, the medical center is performing well and the leadership continues to track key areas such as expenses.

Dr. Retchin reviewed the Wexner Medical Center Clinical Quality Management, Patient Safety, and Service Plan. Per Joint Commission requirements, we are required to review and approve this plan annually. This plan covers the University Hospitals, Richard M. Ross Heart Hospital, Harding Hospital, University Hospital East, and the Arthur G. James Cancer Hospital and was approved by the Wexner Medical Center Board at our meeting.

We concluded our meeting with a really fascinating presentation by Dr. Kent and Dr. Rebeca Jackson regarding Clinical and Translational Science. The board was most impressed with the high impact research that is conducted through the Center for Clinical and Translational Science. This center is multi-college, although it is centered at the College of Medicine. It is a partnership with Ohio State, Nationwide Children’s Hospital, and Battelle Memorial Institute. This collaborative and translational research is having real impact on patients’ lives. Just to very briefly describe, it is the center where we take basic science that our researchers are working on and figure out the application to our patients. Where these processes often take decades to make real for our patients, at this center, we are absolutely shortening that time. Our researchers are able to see and actually have impact on our patients and the work is nothing short of remarkable. We also met in executive session. That concludes my report Mr. Chairman.

(See Appendix XVI for background information, page 351)

Mr. Shumate:

Thank you and indeed, the medical center is in very exciting times. Alex, if you could talk about the Master Planning and Facilities Committee?

Mr. Fischer:

Yes, thank you. The Master Planning and Facilities Committee met yesterday morning and covered a number of items. There were four in particular that I will brief you on. First, Mr. Kasey presented the physical environment scorecard and we changed some items, two new metrics on the card are the “Conditioned Academic/Research Buildings” and then secondly the “Average Police Response Time to High Priority Calls for Services”. As we move forward, we will report on a regular basis on those two new items.

We did a major project status report and that is always jointly done with the facilities and the finance committee. It was presented by Ms. Readey. There were a series of athletic projects that I think we have all had a lot of insight into. In June of this year, Dr. Drake came to our committee and asked our committee and Gene Smith to work over the summertime to consider all four of those projects in an integrated fashion. Without going into too much detail, I will just give you a quick highlight that number one, the historical
Ohio Stadium renovations is being recommended. This is a project with a historic stadium that requires constant upkeep, especially around concrete to make sure that it is staying up with the upkeep as well as expansion of club seating. Through the review over the summertime, several million dollars of savings were established and importantly, the revenue source of the sale of club seats pays entirely for the project that is before you.

Secondly, the Schottenstein Center, a series of upgrades to make sure that it is a contemporary use facility. Interestingly, we think of it as a basketball arena but the predominance of use is an entertainment venue and as such it requires that we make sure that we are keeping up with the times and again, this renovation and upgrades will do it and I will also point out, 100% funded by the revenue model of it as an entertainment venue. Perhaps most excitingly, to members of the committee, and I know Dr. Drake was very interested in this project, the Student Athletic Development Center. Really putting the perspective of the student athlete first and making sure that we are thinking about how to invest in our students. There were some new NCAA rules that allow some changes in how we do food services. It actually allowed us to look at an expansion of this facility but the expansion comes in new kitchens, new cafeteria services, and 20,000 new square feet. In this instance, the project scope changed and then therefore the budget changed but it’s one that the committee was very excited about where it ultimately landed.

Finally, there was the Covelli Multi-Sports Facility and the Jennings Family Wrestling Facility that had been planned as two different facilities. We were able to link them together and in the process save $10 million through the economies of scale and actually create a larger facility for seating. It was a great call out by Dr. Drake to ask the committee and the executive team to study this. I applaud Gene Smith and Jay Kasey for working collaboratively and coming up with this plan. There is a new internal committee as a result of this that our provost chairs and so we enthusiastically bring this series of very significant investments to the board for approval.

We looked at the capital project annual report and took a look back over ten years of capital expansions on our campus. Luanne Greene of Ayers Saint Gross, who is our consultant on Framework 2.0, gave us a draft update of the plan. I’m not going to go into any detail because there will be a lot more on that subject to come in the weeks and months ahead.

We removed two items from the agenda: the purchase of real property and the sale of some improved property after some feedback from the Wexner Medical Center Board to take a holistic approach of some of the property issues. There are several requests for approval of professional services that are in our consent agenda. I want to draw your attention to one very significant project that has been in the planning stages for a long time and that is the funding for phase one of the relocation of Cannon Drive. This does two very important things on our campus. One, it creates a new north-south spine and connector from a traffic management and overall flow of the campus and it also creates the platform for a 500-year levy and protection of the Wexner Medical Center. We have temporary plans that are in place that protect it today and this will provide for a permanent solution. I want to note that it comes in a very significant partnership with the City of Columbus who has joined with the university in funding half of the project as it relates to the Cannon Drive portion of the project.

Finally, there is one real estate item for consideration, an easement with the City of Columbus for traffic control devices that support the redevelopment on High Street. If you drive out today, you will see a lot of construction that is underway at 15 and High to continue the era of this north residential along High Street. I hope that if you get caught in a little bit of traffic, you will look to your left and right and realize the progress that continues. With that, we bring those items that are on the consent agenda. We also met in executive session briefly and that concludes my report.
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Mr. Shumate:

Thank you. Any questions or comments? Again, I appreciate the very hard and thoughtful work of the committee over the summer. I know there were a number of special meetings requiring additional time, additional attention, but the results speak for themselves in terms of the savings, the functionality of the business, the facilities, as well as the flexibility that we have and we are really excited about the partnership that is going on with the board and the executive leadership team and appreciate the spirit of collaboration, so thank you very much. Thank you to the committee.

Dr. Reid, Talent and Compensation Committee report?

Dr. Reid:

Thank you, Mr. Chair. What I would like to do if you do not mind, Mr. Chair, just for a second is to deviate a little bit. I want to thank you again for the focus on students today and to Dr. J for your science, your artistry, and your magic in making all of this come together. I will say yes it is transformational clearly for students and for their mentors but I have to say that it is also, I do not think I’m speaking just for myself, transformational for me as a trustee. Last night I was in a pretty animated dialogue about the general malaise that our country is in with regards to the presidential election and the general lack of civility that we have in our country. I had to think this morning if our country could act as these cohort groups, you know, 20 very different people expressing different opinions and so forth but all gathered together for a greater good, what a greater country we would be. It has given me hope so I just want to thank you for that.

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

Our committee is charged, of course, with the process for conducting the annual review of the university president. Yesterday, the committee chairman provided a report on that review process. After soliciting feedback from members of the board, it was very clear that the Board of Trustees was fully aligned that President Drake had an outstanding year. The university’s progress under his leadership on our access, affordability, and inclusive excellence efforts was outstanding. He set aggressive targets for revenue generation and expense reduction and the funds from those efforts were redistributed for student aid and to help fund important programs and initiatives designed to improve the overall student experience at Ohio State. The committee felt that President Drake clearly met or exceeded all expectations with regard to the goals he set forth at this time last year. As such, the committee is recommending a 2% increase in the president’s base salary, which is commensurate with the typical increase for university faculty and staff under the annual merit and compensation process. In addition, the committee is recommending that the president receive the maximum performance award permitted under his contract, which is an award equivalent to 25% of his base salary.

The president then provided an overview of his five overarching goals for this year. He will be focused on strategic planning, access, affordability, and excellence; efficiency and cost reduction targets; teaching and research excellence; and the medical center and health sciences. The committee was enthusiastic in its support for the president’s goals and we look forward to supporting President Drake and all other administrators and faculty in achieving these goals.

Resolutions for the president’s performance review and compensation and for the president’s goals were distributed at the committee meeting yesterday. These were approved by the committee and are on the consent agenda for approval by the full board.

Finally, Ms. McGoldrick gave us a brief overview of the 2017 health plan changes for Ohio State faculty and staff. The changes include market driven adjustments to deductibles and co-insurance. The biggest change to the plan for next year is the implementation of a health reimbursement account. The university feels this will move
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plan participants from a compliance focus to activities that drive outcomes. That concludes my report, Mr. Chairman.

Mr. Shumate:

Any questions or comments? Again, congratulations to Dr. Drake on truly an outstanding year when we think about the significant accomplishments and the momentum that we have and it is truly a result of your outstanding leadership so thank you. Erin, the Advancement Committee report?

Mrs. Hoeflinger:

Thank you, Mr. Chairman. The Advancement Committee met yesterday and began with several items for discussion. The first one and the one that Dr. Drake mentioned earlier, the committee celebrated the successful conclusion of our But for Ohio State Campaign. A few stats to highlight again, over 750,000 donors helped us surpass a $3 billion goal. We watched a video to go over how impactful that money is to our students, to the university, how it gets used, and part of the finale dinner for those who attended, they highlighted four of those students and the change in their lives and what Ohio State meant to them. It really brought back why we fundraise and what it is about inside the university. I would like to recognize Mike Eicher, who hates to be recognized, but in leading his team and Mike we are just going to ask you to stand up, not to talk, I promise. He really has done amazing work bringing that all together, not to mention, the events that took place for that weekend. Mike provided a recap of the key events that took place during that weekend, including the Celebration of Endowed Chairs, A Night on the Oval, WexMed Live, Celebration of Scholarships, Pregame Huddle, and Homecoming On-Field Recognition. The feedback from attendees was overwhelmingly positive and I think Mike and his team need to relax, for at least a month or a week after, because an incredible amount of work went into really celebrating the end of that campaign and moving us forward.

Mr. Eicher also recapped the advancement staff recognition event that was held at the stadium. They were able to go out on the 50-yard line and be recognized and President Drake was there to speak to them and to thank them for their work as well. Mike, thank you for that. Mr. Eicher also presented an overview of the advancement scorecard. The good news is all areas are green and showed significant growth in our numbers. We also reviewed the university foundation report, that highlighted the progress of our campaign activity. Mr. Eicher then listed the endowments presented for approval, including one chair, one professorship, one professorship fund, 25 scholarships, two research funds, one program support fund, one named fund, and seven revisions, all of which are reflected in our consent agenda. Dr. Fincher presented seven namings and they were approved by the committee and are also on the consent agenda. The committee then met in executive session and that concludes my report.

Mr. Shumate:

Thank you, Erin. Any questions or comments? Again, all of our committees are very busy but also very focused on our strategic objectives which we very much appreciate. Mr. Gasser, I am going to call on you, I know you have some time constraints this morning so will you give us the Finance Committee report.

Mr. Gasser:

Thank you, Mr. Chairman and thank you for recognizing that I do have to leave in a little bit. I will make my report a little condensed today and I can do that because the university is doing well financially and that is the best word you can hear as a finance department that the university is doing well financially. We have looked at the consolidated report, the university report alone, and the medical center, and they are all doing well so I applaud that.
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The committee also looked at the major projects, the capital projects, and the professional services contracts that Alex talked about and we approved those. The one item I want to spend a second on, as everyone knows, a couple of years ago, the Athletic Department came up with a variable pricing strategy for both football and basketball tickets. The university is seeking approval for tickets for both football and basketball for next year. The details of that are that for football the range will be $65 for the UNLV game next year to $190 for the Michigan State and Oklahoma games, which will be considered the two premier games. Student prices will remain unchanged at $34 and the commitment was that would last through the year 2020. For basketball, the range for non-conference seats would be from $7 to $29, and $14 to $57 for up to five premier games. This large range is because Gene and the Athletic Department decided to have two additional price zones and that will include the upper decks of the arena, what we will call the end zone where the basketball hoops are at and to ensure a better experience that there is actually different pricing throughout there. Student prices will also remain unchanged at $12 for non-conference and $13 for conference. We do not know what five games, up to five games, are the premier games because the schedule for basketball will be set, I think, later this summer. That was passed by the Finance Committee and it is on the consent agenda today, Mr. Chairman, we then met in executive session and that concludes my report.

Mr. Shumate:

Thank you, any questions? Again, thank you Mike, for your leadership and we appreciate the work and the partnership between our Finance Committee and our Master Planning and Facilities Committee in working through those issues this summer and very pleased to hear that we are going to keep our student ticket prices at the lowest amount. I think that is very important and consistent with the values of this university.

Mr. Gasser:

I may add, Mr. Chairman, with that remark. We have by far the largest number of seats that we sell to students. By far. Most universities have a lot fewer student ticket sales and so I applaud Gene and Dr. Drake for continuing to keep that effort going.

Mr. Shumate:

Absolutely. Thank you. At this point, our Audit and Compliance Committee report, Tim?

Mr. Smucker:

Thank you, Mr. Chairman. The Audit and Compliance Committee met yesterday and we had two primary discussion items and two action items.

First, Gates Garrity-Rokous gave an update on the university’s compliance and integrity program and on the audit and compliance scorecard. Gates discussed the university’s annual reporting on campus crime and safety activity required under the federal Clery Act. Over the past year, the university has made a number of notable enhancements with regard to its campus safety education, outreach efforts, and on its monitoring and reporting activities. Gates also provided an update on the progress on the action items required under our Office of Civil Rights Resolution Agreement with the Department of Education and all items remain on track.

Next, Kris Devine provided an overview of the fiscal year 2016 financial statement audit. Each year, the university seeks an independent audit of the university and of other ancillary components and units connected to the university. The draft audit for the fiscal year 2016 resulted in an unqualified opinion with no material weaknesses or significant deficiencies, and the university’s financial positions remain sound, as Mike just reported. The committee took action to accept the draft audit consolidated financial statements for
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fiscal years 2015 and 2016 and approved the submission of these items to the Auditor of State for their review and approval in accordance with state law.

Christa Dewire from Pricewaterhouse Coopers provided the committee with a status report on our external audit. Their uniform guidance testing and customary fraud procedures are in progress. No significant issues with respect to compliance have been identified to date. Delivery dates for the other elements of the PwCs engagement, including reports on certain university component units are either complete or will be complete in the next month.

Finally, the committee took action and recommended for approval the establishment of a new university affiliated entity named Ohio State Global One Health. The university has been awarded a significant, multimillion dollar grant from the U.S. Centers for Disease Control and Prevention as part of President Obama's Global Health Security Agenda. This affiliate aligns with the university’s discovery theme on infectious diseases and will have a particular focus on enabling the government of Ethiopia to establish and expand systems and practices related to prevention, detection, and response activities associated with certain infectious diseases, prevention of antimicrobial resistance, and strengthening healthcare workforce capacity. A condition of this grant is that the university establish a formal presence in Ethiopia, where the research will be centered, and this affiliated entity will help satisfy the conditions of the grant. The committee then met in executive session and that does not conclude my report.

I would like to echo what Janet said. I think this has been an outstanding meeting and the juxtaposition of our faculty and our students to see how successful they are together is a real inspiration and Dr. Matta's comment, it is great to think that every day you can wake up and touch the future by touching our students. You put a new bar for the meetings, so as the chairman of the audit committee, I am saying that maybe we can continue this.

Mr. Shumate:

We are always glad that you do not have exciting meetings in audit. We like calm meetings in audit. Thank you for your leadership. Thank you for your comments. Any questions? If not, Linda, the Academic Affairs and Student Life Committee report.

Ms. Kass:

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

We started with a preview of the extraordinary presentation that you saw this morning. Dr. J., Molly Ranz-Calhoun, and Dr. Linda Martin showcased, as they did just a short while ago, how the STEP and the North Residential District are true catalysts in enhancing the student experience. We also had Daniel Rodriguez joined by his mentor Bernadette Vankeerbergen, both of whom were here this morning. Just to repeat, what you are doing is very inspirational. It is amazing to me what thoughtful and intentional planning produces and you all really have done that. This Ohio State second year experience was shared with us is a national best practice and Dr. J said this very well, that it is different and transformational in higher education and we are very proud of that. Thank you for all of the work from everyone at this university to make that happen.

Provost McPheron then reviewed the progress in the current scorecard made since September’s meeting. He noted an increase in promotion and tenure positions and he then discussed plans for a reimagined academic affairs student life scorecard with five key buckets for measurement: student access and success, faculty success, research and creative inquiry, diversity and inclusion, and affordability. He noted the Office of Academic Affairs as aligning these main categories with the four core goals identified in the mission statement. He also set expectations for reviewing the proposed scorecard.
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Bruce then introduced Kay Halasek who serves as the Director of the University Institute for Teaching and Learning. This newly established institute, as we have discussed, was created so that to quote Dr. Drake, the university can “be as highly regarded for world class teaching and learning as it is for research”. Kay answered questions about the initial process of the institute, its strategic vision, and how it contributes to student success.

Next, Dolan Evanovich introduced interim Vice Provost of Enrollment Services, Vern Granger to the committee. Vern provided an update on the Autumn 2016 enrollment numbers and fielded questions relative to the enrollment plan. The report provided ten-year comparisons for a number of measures and just to pull out some stark increases, in round numbers, and then these are inputs but total applications to the Columbus campus in the Fall of 2006 was just under 19,000. This year, almost 50,000 applied to the university. The Columbus freshmen profile also significantly changed from 2006 to 2016 from an average ACT of 26.4 to where it is now at 29.1. From 14% non-residents to today, 33% of students being non-residents. Finally, the four-year graduation rates, those outputs that we are very interested in, increased from 42% in 2006 to 59% and six-year graduation rates increased from 71% to 84%. Interestingly, sometimes if it is just past the four-years we talked about, it can be four years and one semester and then that falls into the other category. Provost McPheron then presented five items for action: faculty personnel actions; degrees and certificates for autumn semester; the awarding of an Honorary Degree to Major General Charles F. Bolden, Jr.; the establishment of an Interdisciplinary Master of Arts Degree Program in Medical Humanities and Social Sciences; and the establishment of a Master of Respiratory Therapy Degree Program. The resolutions were approved by the committee and are included in the consent agenda. We concluded our meeting with a presentation by Vice Provost Sharon Davies on the national trends of student diversity. The committee then recessed very briefly into executive session and that concludes my report, Mr. Chairman.

Mr. Shumate:

Thank you, any questions? Dr. Reid, again, for the Governance Committee.

Dr. Reid:

Thank you, Mr. Chairman. We actually met on Wednesday and we began our meeting with an update around student trustee selection with Halie Vilagi leading the way. The selection process will remain on the same timing but Halie is bringing two innovations to it, consistent with Dr. Drake’s focus on diversity and inclusion. The first is that the selection committee members will undergo implicit bias training at the Kirwan Institute and also applications will be blinded so that we can get, hopefully, the best candidate selected. For any students that are still here, I would encourage you and for you to share with others that the applications for being a student trustee will be posted on our website, I think, it’s December 1st, yes, and applications will be due by mid-January. I would encourage you also to speak with Halie or Lydia, both of whom will tell you what an experience this is as a student trustee and a little reminder that student trustees vote, just like the rest of us, so it is not just opining on the student experience, it is also shaping the future of the institution.

The committee then discussed trustee onboarding and the chairman asked that we relook at the onboarding process and make it more robust and to also codify that and we have done that with research from the board office. Most onboarding processes for trustees last less than a half of day. Ours will last for a year, over a year’s time and we got a lot of great input from Dr. Fujita who is our newest trustee as he goes through his onboarding process.

We also discussed the final draft of our annual letter to the governor’s office. In there, we have agreed on priority areas, I would say, for all trustees. If there are any additional inputs that you would like to have, let me know. These priority areas for new trustees...
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include having medical expertise; experience in energy and sustainability; familiarity with new emerging technologies; and academic experience in higher education.

The committee also reviewed two items for action. First, the ratification of committee appointments which appoints Dr. Fujita to the Governance, Audit and Compliance, and Academic Affairs and Student Life Committees. We also reviewed our Governance Committee charter. Both items were approved by the committee and are on the consent agenda for approval by the full board. We also met in executive session. And that concludes my report.

Mr. Shumate:

Thank you. Any questions? Again, thank you to all of our committee chairs and our committees for your very diligent and very thoughtful work on behalf of the university. We will now turn to the consent agenda which is before the board. I would like to call upon Dr. Drake to present.

***

CONSENT AGENDA

President Drake:

First, I deviate to thank the board for the kind remarks and the good feedback that we received in the evaluation process. I want to make sure it is appropriate to reflect on the great progress and momentum that the university has, but how that is a reflection of the work of the entire community. We have talked, and as I have mentioned when Alex made his comments that I happened just to see Dr. Gee the day before yesterday and we had a chance to talk, and I actually work Brit Kirwan on a regular basis still and we are in contact on a weekly to monthly basis and do things together, so there is a great lineage of people who have been focused on this university and moving it forward and it is great to see those effects. We plant seeds and then seedlings, and then oak trees but it takes a long time for those things to happen.

Then for the board. We are all on boards, I think, I’m sure. The other boards are not this cohesive, this participatory, this active, this engaged. We had a discussion yesterday on strategy and every board member spoke and I think that is a real rarity but it shows what value the board brings. I want to acknowledge the governor in the process of selecting board members for bringing together people from all over the state and with different connections to our university who add so much. It really is a tremendous board to work with and it makes a real difference and we get to see that. Then we think of the faculty and the great awards that the faculty are doing.

I want to make sure to give a shout out to humanities and social sciences faculty who many times do not get the level of focus that some of the other faculty. We heard from them today and we were able to see that impact which is terrific. Our students we hear from and see and work with on a regular basis and see how grateful they can be and it really is a privilege to be able to touch the future as we heard today. That is great. Staff, I was going to say that we have thousands of employees.

I wanted to mention three in particular. Katie, the Chief of Staff in the President’s Office, and Mira and Diana and what they know and what you need to know is that they work 365 days a year, I promise you, at all times of the day, every single day of the year. One or another of us are in contact just that level of dedication and support are things that we would not be able to be successful without. I want to make sure to give a shout out to them. And then, two more, and that is that the support of our community. Buckeye Nation is incredibly supportive as a community and there are too many people to mention. I have been thinking again today about John F. Wolfe and the level of support that he provided to this university for so many decades and how that level of love and
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foundation and support going forward are things that both cannot be replaced but also last forever. We are so fortunate to have people like him and then many others who are still working with us.

Finally, I was going to be entirely remised if I did not mention volunteer number one for the university, Brenda, who spends a thousand hours or so a year in university related activities and it is things that everyone expects, like helping to host, but she meets with students individually and with groups, she tours the colleges and meets with faculty, she reads in elementary schools, she has visited rotary clubs in different cities around Ohio and really does a wonderful job of representing the university and then trying to help keep me on a straight path which I think is the biggest challenge for her. I just want to say that we have been able to celebrate lots of things that we all do together but it really is us doing all those things together that makes a difference and why we’re so optimistic and excited about the future.

Today we have a total of 22 resolutions on the consent agenda. The consent agenda was updated at the Wexner Medical Center Board meeting and at committee meetings yesterday. Updated copies of the agenda and corresponding materials are at your seats and are available to the public.

We are seeking approval for the following:

**PRESIDENTIAL REVIEW AND COMPENSATION**

Resolution No. 2017-28

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

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

WHEREAS under the terms of President Drake's term sheet, the president’s base compensation shall be subject to annual review and increase by the Board of Trustees; and

WHEREAS under the terms of President Drake’s term sheet, the president shall be eligible for an annual performance award of up to 25% of his base compensation for achieving mutually agreed-upon performance targets and goals; and

WHEREAS pursuant to its charter, the Talent and Compensation Committee has reviewed the performance of the president for fiscal year 2016 and believes that President Drake has demonstrated excellent progress and achievement with regard to the performance goals set forth by the president and the board last year; and

WHEREAS the Procedure for Setting and Reviewing Compensation for University Executives authorizes the Talent and Compensation Committee to recommend compensation actions for Board Purview executives for approval to the Board of Trustees; and

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

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves a base compensation increase for the President of $16,320 which amounts to 2% of his base compensation; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves a performance award for the president of $204,000 which amounts to 25% of his base compensation.
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(See Appendix XVII for background information, page 430)

***

APPROVAL OF PRESIDENTIAL GOALS
Resolution No. 2017-29

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

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

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

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

NOW THEREFORE

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

(See Appendix XVIII for background information, page 433)

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RATIFICATION OF COMMITTEE APPOINTMENTS 2016-2017
Resolution No. 2017-30

BE IT RESOLVED, That the Board of Trustees hereby approves that the ratification of committee appointments for 2016-2017 are as follows:

**Academic Affairs and Student Life Committee:**
- Linda S. Kass, Chair
- Cheryl L. Krueger, Vice Chair
- Janet B. Reid
- Clark C. Kellogg
- Timothy P. Smucker
- Erin P. Hoeflinger
- Abigail S. Wexner
- HIROYUKI FUJITA
- Lydia A. Lancaster
- James D. Klingbeil
- Richard K. Herrmann (faculty member)
- Alex Shumate (ex officio)

**Advancement Committee:**
- Erin P. Hoeflinger, Chair
- Alan VanderMolen, Vice Chair
- Linda S. Kass
- Janet B. Reid
- Clark C. Kellogg
- Cheryl L. Krueger
- Brent R. Porteus
- Alexander R. Fischer
- Abigail S. Wexner
- Halie M. Vilagi
- Corbett A. Price
- Nancy J. Kramer
- Craig S. Bahner
- Barbara J. Tootle (Alumni Assn member)
- Samira K. Beckwith (Alumni Assn member)
- James F. Dietz (Foundation Board member)
- Daniel J. Wampler (Foundation Board member)

**Finance Committee:**
- Michael J. Gasser, Chair
- Brent R. Porteus, Vice Chair
- W. G. “Jerry” Jurgensen
- Jeffrey Wadsworth
- Alexander R. Fischer
- Halie M. Vilagi
- Corbett A. Price
- Alan VanderMolen
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Alex Shumate (ex officio)

Audit and Compliance Committee:
Timothy P. Smucker, Chair
W. G. “Jerry” Jurgensen, Vice Chair
Michael J. Gasser
Jeffrey Wadsworth
HIROYUKI FUJITA
Lydia A. Lancaster
James D. Klingbeil
Lawrence A. Hilsheimer
Amy Chronis
Craig S. Morford
Alex Shumate (ex officio)

Governance Committee:
Janet B. Reid, Chair
Timothy P. Smucker, Vice Chair
Linda S. Kass
Erin P. Hoeflinger
HIROYUKI FUJITA

Talent and Compensation:
W. G. “Jerry” Jurgensen, Chair
Janet B. Reid, Vice Chair
Michael J. Gasser
Erin P. Hoeflinger
Halie M. Vilagi
Corbett A. Price
Alex Shumate (ex officio)

Master Planning and Facilities:
Alexander R. Fischer, Chair
James D. Klingbeil, Vice Chair
Brent R. Porteus
Lydia A. Lancaster
Robert H. Schottenstein
Alex Shumate (ex officio)

***

APPROVAL OF GOVERNANCE COMMITTEE CHARTER
Resolution No. 2017-31

Synopsis: Approval of the Governance Committee charter, is proposed.

WHEREAS the delineation and description of each committee functions enables the board to be more effective in the execution of its duties and responsibilities; and

WHEREAS each committee of the board has a charter to define and guide the committee's work; and

WHEREAS the Governance Committee charter has been thoroughly reviewed and discussed at the committee level; and

WHEREAS the Governance Committee recommends the proposed charter be approved by the full board:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the Governance Committee charter effective immediately.

(See Appendix XIX for background information, page 434)

***

FACULTY PERSONNEL ACTIONS
Resolution No. 2017-32

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 September 2, 2016, meeting of the board, including the following appointments, appointments/reappointments of chairpersons, faculty professional leaves, and emeritus titles:
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Appointment

Name:    YASUKO RIKIHISA
Title:   Professor (Stanton Youngberg Endowed Professor in Veterinary Medicine)
College: Veterinary Medicine
Term:    July 1, 2016 through June 30, 2021

Reappointments

Name:    GREGORY M. NESS
Title:   Professor-Clinical (The D.P. Snyder Designated Professorship in Oral Surgery)
College: Dentistry
Term:    August 1, 2016 through July 31, 2021

Name:    MOHAMMAD SAMIMY
Title:   Professor (The John B. Nordholt Professorship in Mechanical Engineering)
College: Engineering
Term:    July 1, 2016 through June 30, 2021

(See Appendix XX for background information, page 435)

***

DEGREES AND CERTIFICATES

Resolution No. 2017-33

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

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

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

WHEREAS the College of Arts and Sciences has recommended that Colan Callahan be awarded an Associate of Arts degree, posthumously; and

WHEREAS the College of Engineering has recommended that Yuzhen Liu be awarded a Bachelor of Science in Computer Science and Engineering, posthumously:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the degrees and certificates to be conferred on December 18, 2016, to those persons who have completed the requirements for their respective degrees and certificates and are recommended by the colleges and schools, that Colan Callahan be awarded the above named degree, posthumously, that Yuzhen Liu be awarded the above named degree, posthumously, and that the names of those persons awarded degrees and certificates be included in the minutes of this meeting.

(See Appendix XXI for background information, page 437)

***
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HONORARY DEGREE

Resolution No. 2017-34

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

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

Major General Charles F. Bolden, Jr. Doctor of Public Administration

NOW THEREFORE

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

(See Appendix XXI for background information, page 493)

***

ESTABLISHMENT OF AN INTERDISCIPLINARY MASTER OF ARTS DEGREE PROGRAM IN MEDICAL HUMANITIES AND SOCIAL SCIENCES

Resolution No. 2017-35

COLLEGE OF ARTS AND SCIENCES

Synopsis: Approval to establish an Interdisciplinary Master of Arts degree program in Medical Humanities and Social Sciences, is proposed.

WHEREAS medicine and medical practice constitute significant and rich objects of study that benefit from the perspectives of the humanities and social sciences; and

WHEREAS the program, housed in the Department of English, would build on an existing curriculum evident in several humanities and social science departments; and

WHEREAS the proposal confirms that there are resources to implement and sustain the program, and there is concurrence from units within the Colleges of Arts and Sciences and from the Colleges of Medicine and Public Health; and

WHEREAS the proposal was reviewed and approved by a subcommittee and then by the full Council on Academic Affairs on June 22, 2016; and

WHEREAS the proposal was reviewed and received a unanimous vote of approval by the University Senate on September 8, 2016:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the establishment of an Interdisciplinary Master of Arts degree program in Medical Humanities and Social Sciences.

***

ESTABLISHMENT OF A MASTER OF RESPIRATORY THERAPY DEGREE PROGRAM

Resolution No. 2017-36

COLLEGE OF MEDICINE
Synopsis: Approval to establish a Master of Respiratory Therapy degree program in the School of Health and Rehabilitation Sciences, is proposed.

WHEREAS this professional, non-thesis graduate degree program is aligned with the evolution of respiratory therapy education and practice; and

WHEREAS the focus of the program is “advanced respiratory therapy practice” which emphasizes the science of respiratory care, evidence based practice, and independent supervised clinical practice; and

WHEREAS the leadership of the School of Health and Rehabilitation Sciences and the College of Medicine have ensured that the resources to implement and sustain the program are in place; and

WHEREAS the proposal was reviewed and approved by a subcommittee and then by the full Council on Academic Affairs on July 6, 2016; and

WHEREAS the proposal was reviewed and received a unanimous vote of approval by the University Senate on September 8, 2016:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the establishment of a Master of Respiratory Therapy degree program.

***

UNIVERSITY FOUNDATION REPORT
Resolution No. 2017-37

Synopsis: Approval of the University Foundation Report as of September 30, 2016, is proposed.

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

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

WHEREAS this report includes the establishment of one (1) endowed chair: Dr. Floyd M. Beman Chair in Gastroenterology; one (1) endowed professorship: Samuel J. Kiehl III MD Professorship in Emergency Medicine; one (1) endowed professorship fund: Robert S. Livesey Professorship Fund in Architecture; eight (8) new endowed funds as part of the Ohio Scholarship Challenge; twenty-one (21) additional named endowed funds; and the revision of seven (7) 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, 2016.

(See Appendix XXIII for background information, page 494)

***
NAMING OF THE HUMMEL & TRUEMAN HOSPITAL FOR COMPANION ANIMALS
Resolution No. 2017-38

IN THE VETERINARY MEDICAL CENTER

Synopsis: Approval for the naming of the Hospital for Companion Animals, located at 601 Vernon L. Tharp Street on the Columbus campus, as the Hummel & Trueman Hospital for Companion Animals, is proposed.

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

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

WHEREAS Dr. Robert Hummel and Mrs. Barbara Trueman have provided significant contributions to the College of Veterinary Medicine for the Veterinary Medical Center enhancement and expansion project:

NOW THEREFORE:

BE IT RESOLVED, That the Board of Trustees hereby approves in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, that the Hospital for Companion Animals shall be named the Hummel & Trueman Hospital for Companion Animals.

***

NAMING OF THE KNIGHT COURTYARD
Resolution No. 2017-39

IN THE VETERINARY MEDICAL CENTER HOSPITAL FOR COMPANION ANIMALS

Synopsis: Approval for the naming of the courtyard of the Veterinary Medical Center Hospital for Companion Animals, located at 601 Vernon L. Tharp Street on the Columbus campus, as The Knight Courtyard, is proposed.

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

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

WHEREAS the courtyard allows for a dedicated outside space for faculty, staff, and students to talk about cases or to relax and allows clients a quiet place to sit a reflect while waiting; and
WHEREAS Mrs. Cynthia Knight has provided significant contributions to the College of Veterinary Medicine for the Veterinary Medical Center enhancement and expansion project; and
WHEREAS Mrs. Cynthia Knight wants to recognize three of her Saint Bernard’s, April, May and June and the excellent care they received at the Veterinary Medical Center:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, that the courtyard shall be named The Knight Courtyard.

***

NAMING OF INTERNAL SPACES
Resolution No. 2017-40

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

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

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

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

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

WHEREAS the VMC Hospital for Companion Animals consists of a new intensive care unit, lobby, emergency triage, patient exam rooms, enriched teaching and learning areas for students and dedicated treatment areas for specialty services; and

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

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

- Dr. Jim Dobies
- Women & Philanthropy
- Michael & Anita Goldberg and Rite Rug Flooring
- Barbara & Stelios Giannopoulos
- Chad Seiber
- The Hagenlocker Family
November 4, 2016 meeting, Board of Trustees

NOW THEREFORE

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

- Room A120 The Jennifer Stanley Smith Faculty Office
- Room 1110 The Women & Philanthropy Exam Room
- Room 1059 The Michael & Anita Goldberg and the Rite Rug Flooring Housing Ward
- Room 1065 The Giannopoulos Family Housing Ward
- Room 1082 The Debra Seiber Housing Ward
- Room 1106 The Hagenlocker Family Feline Waiting Room

***

NAMING OF THE KUNZ-BRUNDIGE FRANKLIN COUNTY EXTENSION BUILDING
Resolution No. 2017-41

IN THE COLLEGE OF FOOD, AGRICULTURAL, AND ENVIRONMENTAL SCIENCES

Synopsis: Approval for the naming of the building to house the Franklin County Extension Office in the College of Food, Agricultural, and Environmental Sciences as the Kunz-Brundigest Franklin County Extension Building, is proposed.

WHEREAS Extension is a vital force for improving lives and strengthening communities and a key part of Ohio State’s land grant mission; and

WHEREAS a new building will bring Franklin County Extension to Waterman Agricultural and Natural Resources Laboratory on the Columbus campus and put cutting-edge research at the Extension office’s front door, thus engaging the community in demonstration gardens, large urban farm enterprises, nutrition kitchens, and day camps; and

WHEREAS Patricia L Brundige has provided significant contributions to the College of Food, Agricultural, and Environmental Sciences for the new building to house Franklin County Extension offices and educational spaces; and

WHEREAS Patricia L Brundige would like to honor the memory of her parents, Kathryn A. and Fredrick D. Kunz, by positioning Franklin County Extension to be become a world-class innovative model of cooperative extension with a centralized location to improve accessibility to Franklin County residents and close proximity to campus to allow staff to capitalize on and enhance ongoing collaborations:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, that the Franklin County Extension Building be named the Kunz-Brundigest Franklin County Extension Building.

***

NAMING OF THE JENNINGS FAMILY WRESTLING PRACTICE FACILITY
Resolution No. 2017-42

DEPARTMENT OF ATHLETICS
November 4, 2016 meeting, Board of Trustees

Synopsis: Approval for the naming of the wrestling practice facility, located in the Athletics District of The Ohio State University Columbus campus, as the Jennings Family Wrestling Practice Facility, is proposed.

WHEREAS the wrestling practice facility will be the home to the 2015 NCAA National Champions, providing them with a state-of-the-art practice facility, offices, and other spaces for student-athletes; and

WHEREAS through generous philanthropy, Alex and Brad Jennings have made a lasting impact at The Ohio State University by creating opportunities for outstanding student-athletes to hone their talents; and

WHEREAS Alex and Brad Jennings have provided significant contributions to the Department of Athletics to support the building of the new wrestling practice facility:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, that the wrestling practice facility be named the Jennings Family Wrestling Practice Facility.

***

NAMING OF THE BRENDAMOUR FAMILY LOGISTICS TERRACE
Resolution No. 2017-43

AT MASON HALL
MAX M. FISHER COLLEGE OF BUSINESS

Synopsis: Approval for the naming of the Mason Hall patio, located at 250 West Woodruff Avenue on the Columbus campus, as the Brendamour Family Logistics Terrace, is proposed.

WHEREAS Mason Hall was renovated in 2011 and became a hub of student activities designed around action-learning and fueled by the addition an outside patio area; and

WHEREAS Doug and Beth Brendamour have provided contributions to the Max M. Fisher College of Business to support activities of the faculty, students and staff in accordance with the strategic plans of the College:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, that the Mason Hall patio shall be named the Brendamour Family Logistics Terrace.

***

HONORIFIC NAMING OF THE DR. GEORGE T. HARDING IV LIBRARY
Resolution No. 2017-44

IN OHIO STATE’S NEUROLOGICAL INSTITUTE
OSU HARDING HOSPITAL

Synopsis: Approval for the honorific naming of the library located within the 130 Administrative Suite in Ohio State’s Neurological Institute - OSU Harding Hospital, located at 1670 Upham Drive on the Columbus campus, is proposed.
WHEREAS Ohio State’s Neurological Institute, has integrated the Departments of Neurology, Neurosurgery, Psychiatry and Behavioral Health, Physical Medicine and Rehabilitation, and Neuroscience into a unified program, and the team of physicians and researchers provides a comprehensive continuum of care for patients with brain, spine, and nervous system conditions; and

WHEREAS Dr. George T. Harding IV, a distinguished individual committed to outstanding service, has been a steadfast champion of mental health in the central Ohio community; and

WHEREAS Dr. Harding was instrumental in bringing Harding Hospital together with Ohio State, helping to bridge the organizations and directing funding to support psychiatry and behavioral health within the Wexner Medical Center:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, that the library be named the Dr. George T. Harding IV Library.

***

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

Resolution No. 2017-45

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

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

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

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

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

WHEREAS the university has produced consolidated financial statements for the 2015 and 2016 fiscal years, in accordance with accounting principles, generally accepted in the United States; and

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

WHEREAS the university management and PricewaterhouseCoopers have produced a final draft of the audited consolidated financial statements for the 2015 and 2016 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
November 4, 2016 meeting, Board of Trustees

BE IT RESOLVED, That the Board of Trustees hereby accepts the draft audited consolidated financial statements for the 2015 and 2016 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 XXIV for background information, page 529)

***

AUTHORIZATION FOR ESTABLISHMENT OF A NEW UNIVERSITY AFFILATE
Resolution No. 2017-46

OHIO STATE GLOBAL ONE HEALTH, LLC
(An Ohio Nonprofit Limited Liability Company and a Wholly-Owned Subsidiary of OSU Global Gateways, LLC)

Synopsis: Authorization to establish a new affiliate to enable the U.S. Center for Disease Control ("CDC")-funded Ohio State Global One Health initiative (hereafter "Global One Health") in the country of Ethiopia, is proposed.

WHEREAS the Board of Trustees adopted the Policy on Affiliated Entities in June 2008 to provide a uniform framework for the establishment and operation of separate entities that are closely affiliated with The Ohio State University (hereinafter "Ohio State" and/or "University"), ensure that such entities serve the best interests of the University, and provide for continuing appropriate oversight by the University and the Board; and

WHEREAS the Global One Health funding from the CDC was awarded to The Ohio State University in July, 2016 in a Cooperative Agreement dated April 14, 2016, in the amount of nearly Five Million Dollars ($5,000,000); and

WHEREAS the University has made the prevention, detection, and management of infectious diseases a priority as a part of its Discovery Themes; and

WHEREAS the Global One Health project objectives are to: 1) enable the Ethiopian government to establish and expand systems, policies, and practices for prevention, detection, and response activities associated with emerging and endemic zoonotic disease threats; 2) prevent antimicrobial resistance; and 3) strengthen healthcare workforce capacity; and

WHEREAS as a requirement of the Global One Health project, Ohio State will establish an in country presence in Ethiopia that will be staffed by two individuals: 1) a Project/Office Director, and 2) a Program Manager, who will be residing and working in Ethiopia for the duration of the Global One Health project; and

WHEREAS the driving factors behind the creation of this affiliated entity are the requirements of the CDC grant and Ethiopian law:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby authorizes the establishment of the affiliated entity, Ohio State Global One Health, LLC as a subsidiary to the OSU Global Gateways, LLC affiliated entity, and authorizes and directs the president and/or senior vice president for business and finance, in consultation with other University officials as appropriate, to perform such actions and execute such documents as may be necessary or desirable to effect the establishment of this entity; and

BE IT FURTHER RESOLVED, That, in accordance with the Policy on Affiliated Entities, the executive vice president and provost is hereby designated as the senior University
November 4, 2016 meeting, Board of Trustees

official charged with oversight of this entity and that Ohio State Global One Health, LLC shall report periodically to the University and Board of Trustees through the designated senior oversight official; and

BE IT FURTHER RESOLVED, That the relationship between the University and Ohio State Global One Health LLC shall be memorialized through a memorandum of agreement and that the entity shall operate in accordance with the Policy on Affiliated Entities, its governance documents including its articles of incorporation, operating and code of regulations; and

BE IT FURTHER RESOLVED, That as appropriate and as directed, trustees, officers, and employees of The Ohio State University are hereby authorized, designated, and directed to serve as directors, managers, officers, employees, and agents of Ohio State Global One Health, LLC, representing the University in such capacities as part of their official duties and responsibilities to the University and entitling them to any immunity, insurance, indemnity, and representation to which trustees, officers, and employees of the University now are, or hereafter may become, entitled.

(See Appendix XXV for background information, page 623)

***

AUTHORIZATION TO APPROVE ATHLETIC PRICES AND FEES

Resolution No. 2017-47

Synopsis: Approval of athletic ticket prices for fiscal year 2018 at the recommended levels, is proposed.

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

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

WHEREAS each year the Athletic Council reviews projections for the coming year’s budget and recommends ticket prices; and

WHEREAS the Athletic Council has approved pricing for football and men’s basketball as shown on the attached tables; and

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

NOW THEREFORE

BE IT RESOLVED That the Board of Trustees hereby approves that the recommended prices for football and men’s basketball tickets for fiscal year 2018.

(See Appendix XXVI for background information, page 627)

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

Resolution No. 2017-48

Approval To Enter Into Professional Services Contracts
Vet Hospital - Simulation Lab
Synopsis: Authorization to enter into/increase professional services and construction contracts, as detailed in the attached materials, is proposed.

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

<table>
<thead>
<tr>
<th>Prof. Serv. Approval Requested</th>
<th>Total Project Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vet Hospital – Simulation Lab</td>
<td>$0.7M</td>
</tr>
<tr>
<td></td>
<td>$7.6M</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Prof. Serv. Approval Requested</th>
<th>Construction Approval Requested</th>
<th>Total Project Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bricker - HVAC Repair and Replacements</td>
<td>$0.8M</td>
<td>$4.4M</td>
</tr>
<tr>
<td>Covelli Multi-Sport Arena / Jennings Family Wrestling Practice Facility (increase)</td>
<td>$4.7M</td>
<td>$45.0M</td>
</tr>
<tr>
<td>Mirror Lake Restoration</td>
<td>$1.4M</td>
<td>$4.5M</td>
</tr>
<tr>
<td>Schumaker Student-Athlete Development Center (increase)</td>
<td>$5.3M</td>
<td>$37.7M</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Construction Approval Requested</th>
<th>Total Project Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cannon Drive Relocation - Phase 1</td>
<td>$31.2M</td>
</tr>
<tr>
<td>Ohio Stadium Upgrades</td>
<td>$34.1M</td>
</tr>
</tbody>
</table>

347
WHEREAS the Capital Investment Plan (CIP) outlines capital projects recommended for funding and was approved by the Board of Trustees on June 3, 2016; and

WHEREAS the scope and cost for the Mirror Lake Enhancements were not known at the time the CIP was approved; and

WHEREAS increases for Covelli Multi-Sport Arena / Jennings Family Wrestling Practice Facility and Schumaker Student-Athlete Development Center were validated through a review of programmatic needs; and

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

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

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the Capital Investment Plan be amended to include design and construction for Mirror Lake Enhancements and project increases for Covelli Multi-Sport Arena / Jennings Family Wrestling Practice Facility and Schumaker Student-Athlete Development Center projects; and

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

(See Appendix XXVII for background information, page 630)

***

EASEMENT

Resolution No. 2017-49

HIGH STREET
BETWEEN THE OHIO STATE UNIVERSITY
AND THE CITY OF COLUMBUS, OH

Synopsis: Approval to grant a roadway easement to the City of Columbus, Ohio for traffic control devices and signals necessitated to support the redevelopment of High Street from 17th to 14th Avenues, Columbus, Ohio, is proposed.

WHEREAS The Ohio State University will be relocating traffic equipment and infrastructure in the City of Columbus, Ohio from 17th Avenue to 14th Avenue along High Street.

WHEREAS this work will necessitate a roadway easement to the City of Columbus, Ohio and final acreages are to be determined by survey; and

WHEREAS the term of the easement will either be 25-years or perpetual and the final terms will be negotiated with the City of Columbus; and
WHEREAS the monetary consideration for the proposed easement is $1.00:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the president and/or senior vice presidents for business and finance shall be authorized to take any action required to grant the easement upon the terms outlined above and any additional terms and conditions deemed to be in the best interest of the university.

(See Appendix XXVIII for background information, page 638)

Mr. Shumate:

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

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

Mr. Shumate:

Thank you. What a great meeting and we have acknowledged a number of people who truly have made this meeting very special and one that will be remembered for quite some time. I would like to take a moment, acknowledge the board office, and have all of the board office representatives starting with our Secretary, Blake, Heather, Jessie, if you would stand so we can recognize you. Michelle, I think you are still in the audience, Bekah, and Laura, let us give our board office a great round of applause. Thank you.

The next meeting of the board will take place on Friday, January 27, 2017. If there is no other business to come before the board, this meeting is adjourned. Daniel, we look forward to your book signing. Thank you.

Attest:

Alex Shumate  Blake Thompson
Chairman  Secretary
APPENDIX XVI

THE OHIO STATE UNIVERSITY
OFFICIAL PROCEEDINGS OF THE
EIGHTEENTH MEETING OF THE
WEXNER MEDICAL CENTER BOARD
Columbus, Ohio, November 2, 2016

The Wexner Medical Center Board met on Wednesday, November 2 at the Richard M. Ross Heart Hospital, Columbus, Ohio, pursuant to adjournment.

**                      **

Minutes of the last meeting were approved.
November 2, 2016 meeting, Wexner Medical Center Board

Mr. Wexner called the meeting of the Wexner Medical Center Board to order on Wednesday, November 2, 2016 at 9:10am.


Ms. Link:

The minutes of the August meeting of the Wexner Medical Center Board were distributed. If there were no additions or corrections, the minutes are approved. Now, I would like to call on Dr. Retchin for his CEO update.

Dr. Retchin:

Thanks. Let me start this morning, before we review the scorecard, to formally welcome Craig Kent as our new dean. Craig has been with us for a few months and was not able to make it last time, so I want to formally introduce him. We have been blessed to be able to recruit Craig here to be the new Dean of the College of Medicine. Prior to joining us, he served as the Chair of the Department of Surgery at the University of Wisconsin School of Medicine and Public Health where he took that department from number 26 to six in NIH funding, and he also served at that time as the Curreri Professor of Surgery. Dr. Kent has been a funded investigator for more than a quarter of a century. He has authored or co-authored more than 300 articles and peer-reviewed journals, more than 90 abstracts, and more than 60 book chapters and reviews. More than that, Craig is certainly a well-recognized scholar and a mentor and an extraordinary educator. I cannot tell you how many of his former students and mentees contacted me through email and phone calls congratulating us on recruiting Craig Kent here. It is a testament to the great work that happens at the Wexner Medical Center and The Ohio State University. Please join me in welcoming Craig Kent as the new dean.

Dr. Kent:

Sheldon, thank you for those very kind remarks. I am so excited to be here. This is a wonderful institution. I am now on my two-month mark and every day is a new and exciting adventure. What I have enjoyed the most in my first couple of months here is meeting the people. This institution has such absolutely great people. The collaboration with the university I think gives us great advantage and I look forward to a very bright future for the College of Medicine. Thank you so much.

Dr. Retchin:

Thanks Craig. My next item is an announcement of more recognition for the quality of care that is delivered at the medical center. Vizient, formerly known as the University Hospital Consortium, which is the preeminent group of academic health centers that collaborate in a purchasing cooperative and quality initiatives around the delivery of health care. In particular, Vizient works to identify structures and practices associated with high quality and safety across its members. It tries to identify the top hospitals in quality, on patient safety, and as you know, we have been recognized and acknowledged by this organization in the past. This year is no exception. We are the recipient of the Bernard A. Birnbaum Quality Leadership Award. We joined 13 hospitals as a top performer and received five stars. I have a list of the others, including New York University, the University of Utah, the Mayo Clinic, and Cedars Sinai, and behind us in rankings is the University of Michigan. They made the list but just below us in the rankings. Susan do you have any comment on the recognition?
November 2, 2016 meeting, Wexner Medical Center Board

Dr. Moffatt-Bruce:

I think this is an example of the team’s effort.

Dr. Retchin:

It is terrific. Leapfrog Group was formed and initiated in 2000. It was a collection of very large employers in the U.S. who came together to form this nonprofit organization, extensively to drive a movement to value purchasing and the like. I do not know if they ever were able to do that but Leapfrog Group has continued to refine its metrics and is widely recognized as one of the prominent gauges of quality and recently they announced that both the Wexner Medical Center and OSU East were recognized with an “A” grade which is the highest grade that they give and puts us in the top 30%, approximately, of hospitals. Both of these recognitions continue to acknowledge the great work that our faculty and staff deliver here at the medical center. Congratulations to everybody but particularly Susan and your leadership, and yours as well, Andy. With that, I am going to move on to the scorecard.

President Drake:

While you are looking at the scorecard, let me say a word about Leapfrog Group because it is actually a profound group. They were founded to really change the paradigm in American medicine. It used to be that in the health care system, a patient would enter the health care system and the patient would leave the health care system and that was pretty much it. The relationship was between the patient and the health care system and the outcome was how the patient felt about how he or she had been treated when they were in the system. Really what Leapfrog Group did was say, as purchasers of health care, people in the business community who are buying health care almost like a commodity for large numbers of people at a time, they wanted to know where you could buy the best health care for the best price. They were really looking at this as something you could go to the market and purchase as a part of their business decision. There they looked for quality outcomes and patient satisfaction, so they were measuring entities to compare them against each other in large scale. That really was a part of the revolution to change us to outcomes based medicine that has taken place over the last couple of decades. Then what they did was they looked for things that were indicators of the best places and tried to have those be a small number of indicators that correlated with quality and outcomes broadly so they could really measure and compare hospitals and say, this is a better place to go than that. Really, it was a profound change in the way that we approach delivering health care nationwide and I want to mention that because then to be at the top of their list means that they really have looked at those things that make a real difference to people who otherwise, as an individual patient do not have much to compare against. It is a great and important seal of approval.

Dr. Retchin:

Michael, you are right, it was the business roundtable I believe that started this and it still holds great promise in terms of a purchasing cooperative.

On the scorecard which is behind the CEO update and there is a glossary behind that, also for your visual acuity there is an accordion, landscape fold out, I believe it is at your seat so you can look at the scorecard. I am going to turn to David McQuaid in a second but let me highlight a few points. We have added a few measures this year, particularly regarding our future direction. Strategically, we are continuing to focus the health system and the delivery of health care in a very disciplined way to meet the needs of the marketplace. You will see some new areas of access and population health management. We have set some ambitious goals on this scorecard. We are trying to raise the bar in terms of our expectations so you will not only see green. We are going to continue to push the bar in a transparent way and I think overall if there is a theme here it is transparency. We have some areas we need to move the battleship, as I
November 2, 2016 meeting, Wexner Medical Center Board

mentioned, one of those is in access and David will go into that in a deeper dive. These
are challenges that we feel we are well positioned to meet and push the organization to
a higher bar and we have teams of individuals that you will see in the foldout that we call
champions so we are disciplined as a team to make sure that we identify those who are
charged with taking the lead. There are a lot of metrics on this page, while I want to go
through each one of these, in the interest of time, I will ask David McQuaid to highlight
a few. David?

Mr. McQuaid:

Thanks Sheldon. To re-emphasize, I think, what is critically important to us here is that
if you thought back to the last scorecard there were probably 19 or 20 metrics on the
card. We now have 29 metrics on the card and while we want to control the number that
we have, I think it is really important that we understand which metrics really drive the
business and what behaviors they encourage. That is really important as we have
organized, we have thousands of people engaged through these champions, through
the structure, behind the scorecard and how we orchestrate tactics to achieve results
moving forward so it is really critically important. There was an interesting article, I went
back to the Harvard Business Review September issue and it was an article, a quick
one pager about how to not be tyrannized by old metrics and it is the whole notion that
as businesses change, how are we changing the way that we measure. What you see
on this card are things that we should really be engaged in monitoring and that is in
particular around payment transformation, around bundled payment and that are all
things that today, might be five or 10% of the business. We are learning how to live in
that world, it is really important that we gauge those things. Other things that we put on
here are important to the core of who we are as a university and as a medical center so
I thank the team for as spending as much time as they have in moving this forward.

I would tell you that we have about 41% of these metrics, or 12 of 29, that are exceeding
or meeting the target. We have about 21%, or six or so, that are ahead of last year but
not quite at target, and we have another six that we are below target and really require
more intense intervention and we are going to do that. There are about five that were
still pending data and we will have that for the next report. Importantly, we have in the
people area of the key results, diversity and inclusion, and there is a lot of great work
going on. We are in the process of finalizing a diversity plan closely in line with the
university’s plan. We are working with Dr. Leon McDougle, our Chief Diversity Officer
and Mamoon Syed. There is a lot of good work going but looking at things like this whole
notion of, for example, implicit bias education training for search committees, and really
taking a look at diversity and inclusion from an enterprise point of view. Importantly, a
cost of doing business for anyone is employee turnover. We felt that these numbers are
pretty high and this includes both faculty and staff turnover and so we put that on the
scorecard to shine a bright light on that and we will have a number of interventions and
working very closely with Dr. Kent, Dr. Ellison, and Dr. Thomas to work on a physician
manpower planning study right now. We are trying to understand areas of turnover and
why that is going on in the organization.

We are making good progress on our patient satisfaction scores. HCAHPS (Hospital
Consumer Assessment of Healthcare Providers and Systems), and CG-CAHPS
(Clinician and Group Consumer Assessment of Healthcare Providers and Systems). On
the HCAHPS, we hover around the 90 percentile and CG-CAHPS around the 56
percentile but we are making progress, not quite at goal but we are doing well.

We put the community health needs assessment and developing plans to implement
some actions that we can take around the 2016 health map so more to come on that.
One of things that we can do as an enterprise is work with the community and really try
to impact things like obesity and infant mortality and access to care. We are doing well
in the quality areas. Just to mention, with regard to mortality, we are improving compared
to where we ended the year. You can see slightly down to 0.73 would tell you that we
are actually at 0.66 on mortality when we add in the James, given the population we rise
November 2, 2016 meeting, Wexner Medical Center Board

a little bit. I think capturing the acuity and severity of illness is a challenge so we have lots going on with coding documentation and education that would tell you that we are ranked in the top ten in the country for really having great numbers on this metric. We are number nine out of 104 academic medical centers as it relates to this mortality statistic so we do a very good job here.

I will tell you that, again, as we go down, in looking at payment transformation, gain from quality based reimbursement programs, recall that these are the combination of readmission rates and value based purchasing and tell you the tremendous improvement the organization has made over the past several years. We tell you that in fiscal year 2014, the value based purchasing, readmission, and hospital readmission numbers, the total impact was a loss of about $2 million. We have improved through fiscal year 2016 to a loss of $191,000 and we hope that moving forward we are going to see positive gain. Again for value based purchasing, there is an upside of about $2 million there; we are leaving money on the table if we do not go after that so we are going to do that.

I would tell you on the bundle care payment improvement initiative, this is Medicare patients. We have been involved in this. We have six areas that we are really spending lots of time on: congestive heart failure, angioplasty or PCI (percutaneous coronary intervention), CABG (Coronary Artery Bypass Graft), hip and knee, spine, and valve. We are doing good in three of those areas on the cost side. I think year to date, our totals are in the area of about $700,000 in reimbursement from Medicare as it relates to our performance. We can do better on readmissions, length of stay, some of the quality parameters but again, we are gaining experience in these areas, it is the first time on the scorecard and I really give kudos to Dr. Susan Moffatt-Bruce and the teams of people, the hundreds of people, the physicians, and everyone who are working so hard in this area.

Finally, and let me close by saying on other access issues that we have, we are really focused on what we are hearing from patients and that is, how can I get an appointment with a primary care physician, how can I get an appointment with a specialist and I want to give kudos to Chris and the team within the College of Medicine. For a number of years, they have been participating with a group that is largely academic medical centers and since 2011 the group was formed and they really focus on these 14 days for specialists and anywhere in the range of two to four weeks for primary care. We need to do better and there is lots of good work going on. About 50% of the departments and practices are doing better than target. We have work to do in the others.

Finally, I will close out with the emergency department. The numbers that you see on the card and the average time patients spend in the emergency department before they were admitted to the hospital as an inpatient is publically recorded Medicare data. This is on the hospital compare website and you can see that for fiscal year 2017, through September, the wait is 408 minutes, that is a very long time. We know that we can do better on that. The national average is about 346 minutes. Our target is 344. We have a number of initiatives going on in Ohio. The state average is about 302 minutes. When we look at some of our competitors they are doing much better than we are. We have capacity issues, some coordination from the time the patient leaves to the inpatient, and some capacity issues that we are working through. Again, what we are hearing from patients, the significant amount of demand that we have at the organization, we are working really hard to improve on these numbers.

Dr. Retchin:

Any questions for anybody on the team regarding the scorecard?
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Mrs. Wexner:

I am curious about the access. What would be best in class? I am trying to understand the difference between average and best in class.

Mr. McQuaid:

For the emergency room?

Mrs. Wexner:

Yes.

Mr. McQuaid:

I would say the national average is about 340 minutes or so.

Mrs. Wexner:

And then what would be outstanding? 200?

Mr. McQuaid:

That would be pretty outstanding.

Dr. Retchin:

The only thing about that is there is a reciprocal relationship with occupancy. Someone who gets the 200 minutes, I do not know this to be true, but I would imagine has a lower occupancy since they have so much flexibility on the beds. Is that accurate, Susan? Andy?

Dr. Thomas:

What we tend to find is on days when we have beds open, we do pretty well on those metrics. If you take out the outliers of the people staying in the ER (emergency room) for eight to 12 hours because there are no beds upstairs, you can cut about 50 minutes off that metric if you take out the outliers so that is really one of our goals. There are still some things we can do within the emergency department to make people be seen more quickly by the first provider, time to get some tests done and turned around and there are certainly improvements we can make there. Our big improvement is going to be on the access side, getting patients who we know need to be seen, into a bed more quickly and we think that will really drop the metric down more closer to them.

President Drake:

There are a lot of variables there. Our length of stay is improving so that helps because that frees capacity so good to see that. Also, it is great to see the improvement on the readmission numbers which I know we had a focus on. I think those things together will allow us to be more fluid and a system that works well. I would also say on the access, that we will continue to watch that as we are looking at our compensation strategy. There are ways to fix the access to patient care by adjusting the compensation strategy appropriately. An example that I have had in the past, we were able to get that down to under two weeks routinely because we modified the compensation strategy to be more like the world outside and found that the people could actually see that extra patient almost any time so I think that is something we will be able to arrive to effectively by some of the work that we are doing and I look forward to it.
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Dr. Reid:

I have a question about the transferring of patients from the ED to upstairs. Is there some relatively new technology that helps us understand when beds are available? Are we using that?

Mr. McQuaid:

Yes, teletracking. Teletracking has been implemented and the team is making some significant progress in key areas. Bed turnover, we track several statistics in that regard using that technology.

Dr. Reid:

Is it working well? Then another question, this is regarding service and reputation quality and safety. In terms of implicit bias, you had mentioned that that is being utilized as a training mechanism for selection panels, but I am wondering are you also addressing that with regard to patient health disparities.

Mr. McQuaid:

Yes, that is also on the list for the plan as it relates to providing care. Absolutely.

Dr. Reid:

Okay, so Dr. McDougle is recognizing that?

Mr. McQuaid:

Yes, and Mr. Mamoon Syed.

Mr. Steinour:

Sheldon, on the employee turnover, I am used to seeing it bifurcated or even perhaps even further separated. I would assume that faculty turnover would be an area of distinct focus for all of you and from our perspective, shouldn’t we see that broken out instead of staff?

Mr. McQuaid:

Yeah, we can do that. Faculty turnover is about 9.9%.

Mr. Steinour:

How does that compare? Is that good or is it high?

Dr. Ellison:

It is a little higher than the national average. The national average is about 7% and I think four years ago we were about 7% and it has gradually crept up to about 9.7% or 9.8% and has flattened off there.

Mr. Steinour:

We are 50% worse than the average then. What are we doing then in that regard?

Dr. Ellison:

Well I think many things.
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Mr. Steinour:

Well, I am sure you are. I do not know what they are.

Dr. Kent:

I see this as an issue that we need to solve. Part of it is cultural and creating a culture where the faculty feel embraced by the institution and rewarded and I think that is going to be a part of the solution. I think that working through a compensation plan that makes sense and is transparent is another factor that will be really important in turning this around. I think right sizing too. There are access problems but part of is that we may not have right sized our faculty to really create great access and the ones that are there are maybe working a little too hard. Right sizing the group is going to be really important. There are ten other things that I think we have underway that I think are going to help this problem. They will all take time but there is a lot of low hanging fruit and I think we can make some great advancements over the next year.

Mr. Steinour:

If you would not mind I would like to make sure that as we continue to meet, we become aware of the progress and some of us who are not in this area, frankly, would not know what to look for or ask about so I would appreciate the information sharing.

Dr. Kent:

I think we can call that out and I think that is a great idea.

Dr. Reid:

Is there a faculty satisfaction number, like you do the employee satisfaction? You ask all the different questions. Is there something equivalent to that for faculty so we can track?

Mr. McQuaid:

In the engagement score, faculty are included.

Dr. Retchin:

Traditionally, they have been. We did not do one last year but going forward they will be.

Dr. Reid:

Okay, so we will be able to track it year over year.

President Drake:

I think something else that I think to look at, I will mention the same thing again and answer Steve’s question as it strikes me is the inconsistency in the compensation system drives a lot of these numbers. It drives the lack of access because you cannot be sure that extra effort is going to be rewarded in any reasonable way and it drives inconsistency and dissatisfaction for people who thought they were doing the same work were being paid different amounts and people working harder were being paid less. That is a real driver of dissatisfaction. This transparency and clarity will help drive behaviors that make us a better functioning institution and do a lot for faculty satisfaction That is a place where we should see progress over these next several months as we implement these things so I am excited.
Mr. Wexner:

Some things to think about that I think are part of the progress that we are making, is that one, we have a scorecard. That was good and was a simple scorecard and then it got to be a more complex scorecard and so there are signs of improvement. I mean this in a constructive way. I think when we are looking at targets, and mandating it, but thinking about, is measuring improvement. I do not think it is a good idea if that is all we measure. When I was two years old, I was two feet tall and then I was two feet one, but an adult I would say is five foot ten inches or eleven inches or six feet tall. I think in the targets we should know what the best in class goal is, so going from say six hours of wait or seven hours to six and a half if it is going from seven to six and a half that is a big improvement. I would like to know that the best in class is two hours of wait and I think, you think about things differently as operators. I think it is very important at a board level and I think the significance of that it is not unimportant to measure improvement but it is against what is best in class standard. So if we are trying to be a top ten or top 20 hospital or whatever the ambition is, it is like, how do they compare to us and I think be very clear about those goals across everything. The changes in the outlook culture and I think helps the board with insight. If not, we are always measuring in increment, and the increments are likely to be a little bit better, but it does not get you to where you want to be. I do not know if we need to debate that at the moment. I would be happy to park on it and then look at some of these numbers, maybe in executive committee of the board or whatever group we think is important and how do we stack up against what we would consider the best in class that we are competing with, a lot better than ourselves.

Mr. McQuaid:

I think those are really great points. The other point that I will mention with the completion of the strategic plan, moving forward, the notion of having a scorecard that is projected along that timeline as well so that we are having all of those improvements over time. I think it would be a good idea to incorporate that thinking into it.

Dr. Fujita:

Excuse me, I am new to this community so to educate myself, I would like to ask a question regarding the patient satisfaction. When we send an invoice to a patient, is that after the insurance companies have taken care of their part, or do we send the invoice to a patient before anything happens.

Mr. Larmore:

When we send an invoice to a patient, it shows their full cost but it shows the expected payment from the insurance company and then what their portion of it is so they do not feel like they are getting a bill that shows full charges and brings them back to the office because of the bill.

Dr. Fujita:

I see, the reason I said this was in Northeast Ohio, actually, there is this question about how the invoice should be sent. Sometimes if you get an invoice before the insurance companies pay for it, you may pay somehow twice. Then that leads to patient satisfaction and patients say it is so confusing that they should just get the invoice after everything has been taken care of so he or she knows what they owe.

Dr. Retchin:

Any other questions or comments? I do want to note on the scorecard the increase in NIH funding. Craig, you have only been here for two months but I want to congratulate you on excellent results there.
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Mr. Chair, I want to move on to the next item. I am going to call on Mark to present on the medical center’s financial summary which is behind the tab so labeled.

(See Attachment VIII for background information, page 378)

Mr. Larmore:

I have the first quarter results here. After three months the health system, with all the hospitals, I think are pretty much on budget. The medical center as a whole, when we include the physician practice and the College of Medicine, is ahead of our target, which is good news. A lot of activity in the quarter given that we opened three facilities. We opened the Upper Arlington ambulatory facility, we opened the sports medicine facility, and we also opened three out of the four floors in the Brain and Spine Hospital. You will see when I get to some of the slides that some of the salary numbers are a little high in September but part of that was bringing staff on ahead of time as we expand into that space so that we can hit the ground running when it opens. I think as we go into the rest of this year, a big focus on growth, not cuts and both on the growth in inpatient and hospital ambulatory but also on physician activity. I think we talked a little bit before about a lot of that growth will go with recruiting new physicians here. Our overall feeling is that there is more demand than we can provide right now and so we need to make sure we bring people on to take that demand. Although the focus is on growth and not cutting, I think in this business we never take our eye off the ball on expense levels and so we will be watching that.

On page two, for the first quarter, you can see that admissions were actually 2.4% ahead of budget and prior year. Surgical activity is ahead of both budget and prior year which is a good indicator. Outpatient visits, we are growing year-over-year but slightly behind our target by 3.3%, but we are not worried about that yet because it is early in the year. Our worked hours per adjusted admissions, you can see, we are better than the prior year and then, as I said, this factors in that early staffing for bringing new capacity on, so to budget right now we are slightly over where we had projected.

Page three shows the operating revenue, which is pretty much on budget and showing 5.6% growth over last year and our controllable expenses, we are right on budget and about 8% growth. I will come back to that when I get to the actual P&L (profit and loss) slide, and then our plan for, this is only for the health system, will be about $46 million and we are at $45.5 million so a little bit behind but I am not concerned about that. And then, days cash on hand, you can see the actual is down slightly. I think at the end of the year, we talked about the growth in cash and some of that was deferred capital spending, not intentionally deferred but we had big projects that I spoke about, Upper Arlington and brain and spine, so it is those projects and some of those invoices got paid so we saw a little dip in cash in the first quarter.

On slide four is a quick snapshot of the month of September, I want to focus mostly on the quarter but you can see that most of the volume activity is either on budget or slightly positive to that. A couple highlights would be length of stay, you can see down to 6.1 days which is better than the budget and is a considerable improvement over prior year. A small change in that opens up a lot of capacity and even with that length of stay down, you can see our case mix is at 1.85, which is a measure of the severity of the patients in the house and we are pretty much on budget. Year-over-year you can see the growth from 1.79 to 1.85.

On slide five is the actual income statement for the month. We had a $9.8 million bottom line. The budget was $12.8 million so were about $3 million behind our target. I would attribute that, you can see, the major overspend category is in the salaries and benefits, and I spoke about that already. On the supply side, we are seeing as our business grows in areas that we are targeting, some of them are high cost areas. Our cardiac business is growing and some of our heart valves as an example, we are more ahead of our target.
on that and each one of those are $33,000 a pop, so as that business grows we see the extra expense on that front.

Page six is the quarter ending. On the earlier slides I talked about admissions and surgeries so you can see the actual numbers, 363 on admissions and 149 on surgeries. I think the next slide I will go through the ambulatory. We are 14,000 to 15,000 behind on ambulatory visits but over 450,000 it is not a tremendous short fall. You can see it for the quarter we held the same length of stay that we had in the month and case mix is pretty much the same as the month, so we are seeing that increment in case mix through the whole first quarter. Our adjusted admissions, which factors in both admissions and a weighted ambulatory factor, you can see us ahead of the budget about 2.7%, 5.6% compared to last year. Our revenue is slightly behind by 2.3% and we are pretty much right on where we were last year and then the expenses, we are actually running under budget for the quarter and slightly up, only 1.4% growth year over year.

Dr. Retchin:

Mark, when I was reviewing the numbers on the quarter on the expenses, it is remarkable. In an industry, I do not know where the best in class but it is flat really from past year. I do not know if you guys have a comment but that takes discipline. David, do you have a comment on that?

Mr. McQuaid:

Kudos to the teams. We are meeting every two weeks. People are focused on it, we know that side of the equation, and we are going to deliver on that piece. I think the balance with that is the growth we are trying to manage and all the issues we are talking about with access. That is the challenge for us to try to maintain these as good as we can in the face of tremendous demand.

Mr. Retchin:

I think in the industry we are seeing much higher increases on the hospital side. Anyways, I did not mean to interrupt.

Mr. Larmore:

We have a strategic sourcing effort going on for a number of years and initially it was focused on pricing and I think now we have advanced to the stage where we have physicians meeting every other week with the commodity themes, looking at the variability in the usage, and going after that actual piece of the business. I think a lot of great activity there.

Mr. Wexner:

What happens, just the human part, I would relate it to businesses. We press on expenses and have those kinds of meetings. We will get a response and then the unanticipated or unintended consequences is everyone is tense in our businesses, not to get a balanced look. If the focus is on expense, then they focus on expense and then people forget about revenue. I am guessing hospitals and doctors have different behaviors and this is very different, really having an efficiency focus so I am supporting the idea, I am balanced with what happens.

Mr. Larmore:

The bulk of our spending in this business is on labor and, I think, we have been working on putting on a full position control system so we know based on the volume that we expect in the given year, how many bodies we need to deliver the care. The big variable in our business is over time and supplemental staff agency. We spend a lot of time
focusing on that and making sure that we are not seeing those grow, and quite frankly the minute you take your eye off them, they do start to creep up. I would say that is how we manage the bulk of it and then making sure that it is not every time that somebody wants to add a staff member that there is a pause to say, is the volume there to substantiate it?

Dr. Retchin:

I think Les brings up a great point that if the focus is only on cost then as an organization we have missed the mark. Growth cures a lot and if you can grow with just variable cost then your cost per admission is going to go down. I think that is where the discipline is in growing with variable costs and not increasing your fixed.

President Drake:

To the people in the trenches, the length of stay going down and acuity going up, as we saw last month, that is real work. That is real people working every day, all day, the entire team to make those kind of things happen. I mean that is holding the same while the length of stay goes down is great but looking at last month where the acuity where was actually up and the ALOS (average length of stay) was down from last year. That is a lot people doing a lot of hard work on a daily basis. Kudos to Andy and to Susan for helping to make sure that happens.

Mrs. Wexner:

Mark, to Les’ earlier point, obviously wonderful that expenses are going down. But I do not have a benchmark to understand at what level we should really be if we were very efficient and operating at the highest level, so that would be helpful. We have improvement, but I do not know yet where we need to go.

Mr. Larmore:

I think we have external benchmarks and as we look across the organization, of course we have a wide range of where people perform based on others and then we try to look at just academics versus the whole industry. I think the answer to your question is that we have opportunity in places to control costs further. We have to continue to go after it. Are you looking for magnitude?

Mrs. Wexner:

Magnitude.

Mr. Larmore:

I would say that we probably have about $25 million to $50 million of opportunity that we can go after and a lot of it, there is reason for why it is there. It is a matter of challenging that to see if we can go after that. I think we do it every year. As we look at the economic model being revenues trends lower than expenses, so if you are not looking at that opportunity every year, it creates a problem for us.

Mr. Wexner:

My reference is my business and we have had a number of businesses, like the businesses we are in. I have a pretty good sense of how many people it takes to replace lightbulbs or do advertising or graphic artists or do display and one of the businesses, I will share this, it is not embarrassing to me, it is what it is, could rationalize why they had 85 display people. We look at display people per store, size of store, and there is some judgement because some display is more complex than others. When you get all done with it the number was about 25 and the increments built up and it was completely logical.
to the person that built that expense structure, each increment made sense. I looked at it and said this is complete insanity and whoever the responsible person was said well it is really unfair, you do not understand. The hard discussion was, well, one of us does not and I have the responsibility so the answer is 25 and if I am wrong I am wrong. After a lot of angst and a lot of weeping or that kind of stuff the answer was actually 23. When you go through that kind of thing in an organization and you have outside experience, whether it is a practice or staff then you have targets and I know that it is tough and so I am coming back to the same point, is that when you think you know the answer and you are seeing things that you do not think make sense, you have to be careful to make sure that you do not, or I do not in my case, or you do not, in your cases, are bringing a general knowledge and there really might be a reason for this unique thing to be different. When you all stack hands and say this is out of whack, you get a lot of very funny behaviors because people feel put upon and you do not understand that somebody has to make the tough judgement. That is why I was asking the behavioral part or the cultural part because getting higher performance and being efficient, agreeing with Dr. Drake, is hard. That is what champion-like performance is, or best in class performance.

Mr. Larmore:

We are continually moving resources around so if you look at how the revenue model is changing for us. As we move through value based purchasing, our commercial carriers are actually giving us a piece of our increase only if we achieve these value based goals, which often cost us money to do. The government payers are even worse because they actually cut your rates and say well you have to invest more money to hit metrics to get your same amount of money back. As we are looking at bringing down cost everywhere, often, we are deploying that into different areas.

Mr. Wexner:

But for one, I am enlightened, following this, the opportunity, we are making progress, the opportunity is somewhere between $25 million and $50 million. I would expect that we would find that opportunity in the next day, week, six months, so that I can start benchmarking how we are doing even if it is your estimate is that at this point close enough for government purpose and that is profound because I think that gives us a sense of where we are going.

Mr. Steinour:

Mark, if we could to follow up on that, teletracking was referenced earlier. My recollection of that, little hazy, but it was a major initiative that had components of quality care, accessibility, and expense attached to it. Having, as you think about that $25 million to $50 million, and some of the prior, larger investments that have been made, particularly with the way that reimbursement is going. Having some granularity around the key investments and then achieving objections, where are we on the spectrum, would be helpful and we can do this in committee of full board, whatever you prefer.

Mr. Larmore:

Teletracking, to me, is a means to move people through the house and if we can keep expenses fixed, our cost goes down.

Moving on to page seven, is the ambulatory volume and then on the right side, is the first quarter. I said we are about 15,000 visits and procedures behind but if you look at that really in three categories, ED volume is actually behind our budget but we are seeing that mostly at the East Hospital and there have been a few competitor locations opened up, the freestanding EDs, and we are seeing a little bit of an impact there. Clinic volume off 3000 visits on 111,000. I am not overly concerned about that and then lab again is 1800, which seems like a big number but not over the 67,000. On the physician visits
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here, this is the specialty care and primary care network which is within the health system, on a subsequent slide so we can see what the OSUP numbers are.

Slide eight is the quarter ending; we ended the quarter at $45.5 million, budgeted to be at $46.2, about $700,000 behind our budget, at 1.4%. For revenues, $2 million ahead of budgets. I spoke about the supply costs, the implants are about $1 million over budget and we are actually seeing growth in our transplant program so our cost of transplants, with that growth, is about $1.2 million dollars over our budget, and that is $2.2 million of the $4.1 million but that is the biggest variance that is there. Drugs and pharmaceuticals, a lot of focus on that. At our prior meeting, I talked about us getting back into the government 340B program which because of our payer mix allows us to buy drugs at a reduced cost. The health system was out of that program. We reenrolled and it takes some time to ramp up into that so this year we anticipate $2.5 million or $3 million of drug savings and next year, that number should be north of $9 million, so happy to be back in that program.

Mrs. Wexner:

Was there a reason why we were not?

Mr. Larmore:

It is a program that has a lot of compliance components to it and in prior years, apparently we had some issues with that and the decision was made to exit the program. The pharmaceutical lobby is trying to eliminate it because, of course, they do not want to sell drugs at a much reduced price. It is a battle so they have not won at eliminating the program but what they have won is making it more and more difficult to comply with all the rules that are there. We spent a lot of time making sure that we are back in compliance and then of course, it is not just turn it on, it is you got to ramp your way up to it but the savings next year will be nice.

And then on a balance sheet standpoint, you can see that, as I had mentioned before, our cash is up about $6 million, receivables are up a little bit. The last item there, which I normally would not speak about is in other assets because it is a $35 million number at the end of last year, it is down to $14 million. When the Upper Arlington facility opened up, it was $20 million in that category that moved up to the property category so that was the major change there.

Page 10 is the medical center so now we have rolled in the physician practice and the College of Medicine so you can see bottom line, $52 million, budget $47 million so $5 million ahead of our target. Revenue is making up about $3.8 million of that and then the expenses are actually positive by $1.2 in total. This is the slide that has the physician practice or all the LLC business, so you can see that pretty aggressive budget target so we are about 4% behind our budget for 29,000 visits but on a year-over-year basis we are growing physician encounters by 6.6% and that is actually excellent growth.

Slide 11 is breaking out the three components. You can see that I went through the health system and then the third column over was $663,000 off budget, the physician practice is actual $211,000 positive to their budget, and the College of Medicine is about $5.4 million positive to their budget in the first quarter. I would caution you as the college still runs on a cash basis so there are some items, like capital spends and such, that that will come through later in the year. I would not celebrate the $5 million positive, yet.

Ms. Krueger:

When you check with the ambulatory and all the different locations, do we rank the locations like which is our best location or is there any movement as far as one taking over another’s growth. Have we looked at it from those terms?
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Mr. Larmore:

Our target is more year over year growth. I would say that this year there is a lot more focus on the new facilities that we are opening. We are monitoring monthly Upper Arlington, as an example. We know what the capacity is and how many visits we are seeing there. We are monitoring how many are moving from other sites that we may have consolidated or are people choosing to go to another site. The thing that we are really focused on is first time visits to OSU. As far as getting down to the primary care we are starting to look at each position and what their patient profile looks like and how it compares to the national averages. That is playing into the population health strategic planning group that we have.

Ms. Krueger:

Thank you.

Mr. Larmore:

The last two slides are balance sheets including the college and the practice plans. There are no dramatic changes there.

Mr. Steinour:

Could you talk about the pension increase on the balance sheet, Mark? Just so it is clear.

Mr. Larmore:

The university and the health system are part of the state pension programs and last year they passed a new regulation. GASB (governmental accounting standards board) said that the university had to reflect their percentage for their underfunding of the state pension systems. For the health system, it is called the OPERS (Ohio public employees retirement system). It is the biggest piece for us and for the university the state teachers is a bigger piece and both of those programs are underfunded. One of biggest reasons for the increase this year over last year, was that there was an anticipated 8% return on the money and the returns were just less than 1%. That delta had the biggest impact on our liability going up. The university has looked at it and Geoff can comment. The university is not liable for the liability but the regulation requires us to actually put it on the financial statements and that is why you are seeing a growth here.

Mr. Chatas:

Just to reiterate that, this is a bizarre accounting requirement by GASB that says that we have to report a liability that is not our legal liability. The state of Ohio has the obligation to pay the pension payments to our retirees. We have an obligation to pay a 14% contribution for each employee up to $260,000 a year of income. The rating agencies completely disregard it because they believe Ohio has taken steps to strengthen pension plans so they do not add anything back. Nowhere in a corporate world will you see anything like this. We have an obligation on our books that has no basis in financial reality that we have an obligation to meet that liability. I have absolutely no concern. This is something we have been following with our board. It is going to get worse next year because GASB will then require us to report post-retirement healthcare benefits. All of our retirees get health insurance based on their years of service. That is being phased out, but it is going to be a huge obligation that the state of Ohio has. This only becomes an issue for Ohio State if the state legislature and governor would sign a law shifting that obligation from STRS (state teachers retirement system) and PERS (public employees retirement system), but we are less than 1% of our medical center is less than 1% PERS and 4.5% of PERS. This would be an issue for the whole state if the state ever tried to shift that obligation.
Mr. Larmore:

The shortfall on the two plans is about $44 billion.

(See Attachment IX for background information, page 379)

Dr. Retchin:

Thank you. Any other questions for Mr. Larmore?

The next item, Mr. Chair is the Clinical Quality Management, Patient Safety and Service Plan. This requires a roll call vote. If it is okay Mr. Chair I will ask for a motion to approve. Is there any discussion? Susan, would you like to make a comment?

Dr. Moffatt-Bruce:

This a document that has been in the system for several years and had been updated. It is a document that with updated metrics that have been changed. (Inaudible)

Dr. Retchin:

Any other discussion?

**CLINICAL QUALITY MANAGEMENT, PATIENT SAFETY AND SERVICE PLAN**

Resolution No. 2017-27

Synopsis: Approval of the annual review of the Clinical Quality Management, Patient Safety and Service Plan for The Ohio State University Hospital, Richard M. Ross Heart Hospital, Harding Hospital, University Hospital East, and the Arthur G. James Cancer Hospital, is proposed.

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

WHEREAS the Clinical Quality Management, Patient Safety and Service Plan outlines assessment and improvement of processes in order to deliver safe, effective, optimal patient care and services in an environment of minimal risk for inpatients and outpatients of The Ohio State University Hospital, Richard M. Ross Heart Hospital, Harding Hospital, University Hospital East, and the Arthur G. James Cancer Hospital; and

WHEREAS the proposed Clinical Quality Management, Patient Safety and Service Plan was approved by the Quality and Professional Affairs Committee of the Wexner Medical Center Board on October 25, 2016:

NOW THEREFORE

BE IT RESOLVED, That the Wexner Medical Center Board hereby approves the Clinical Quality Management, Patient Safety and Service Plan for The Ohio State University Hospital, Richard M. Ross Heart Hospital, Harding Hospital, University Hospital East, and the Arthur G. James Cancer Hospital.

(See Attachment X for background information, page 386)

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

Mr. Chair the next two items are Mr. Kasey's and I will call on Jay.

Mr. Kasey:

Thank you. I have an opportunity for us today to both buy and sell property. I will walk through those for you. Most of you are aware that on the west side of our east hospital was located in Poindexter Village, which was a multifamily housing village controlled and operated by the Columbus Metropolitan Housing Authority. The village was demolished about two years ago under a plan that had mixed housing coming back. At that time, the east hospital approached the metropolitan housing authority and requested the opportunity to purchase approximately 2.7 acres of land located directly to the west of the hospital property, and the 2.7 is North Hawthorne and West Hughes. This property has been agreed to for sale by the housing authority and is here for our review. It would come forward and only be approved by state requirements for how land is purchased which would be at the appraised price. It is here that I can answer questions. Elizabeth Seely is also with us.

Mr. Wexner:

Why are we interested in buying it?

Mr. Kasey:

We would be acquiring this property as a land bank for future development. It does not have a purpose at this time. It is available and we thought we should try to take advantage of it at this time.

Ms. Seely:

In terms of future flexibility and when we look at the geography of where we are and the plans to redevelop, we need to have the ability as we look 10 and more years down the road at facility replacement. In order to have that flexibility of strategic facility, either replacement or growth, we do not want to be in a situation where we become landlocked. This provides that future flexibility.

Mr. Wexner:

Any estimate of the appraised value?

Ms. Seely:

We have appraisals that we have submitted in advance to the Department of Administrative Services at the state. Our purchase price would be in accordance with that appraised value because it has already been approved by DAS.

Mr. Wexner:

What is the number?

Ms. Seely:

$500,000

Mr. Wexner:

For the 2.7 acres?
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Mr. Steinhour:

Is that the full site of CMHA (Columbus Metropolitan Housing Authority)?

Ms. Seely:

No, it is a small portion of the site. What the CMHA and the city are actually proposing to do is to connect is two ends of a street that is currently not connected and when that connection is made the property to the east of that is the proposed parcel. It actually is a smaller portion of the total acreage of CMHA, which they are redeveloping with this.

Mr. Kasey:

CMHA is anticipating coming back with 400 units of mixed housing in that area on the remaining land of Poindexter Village.

Mr. Wexner:

I am just wondering why they are selling it to us and why they are not giving it to us. We benefit the community. We are an employer.

Ms. Seely:

One of the things they are doing in order to sell us the property, they have had to purchase additional property, which makes sense in the geography so they can develop the full 400 units of housing.

Mr. Kasey:

They are trying to offset their cost of additional property for their master plan.

Ms. Seely:

Correct.

Mr. Wexner:

I am not going to fall for this trap. I understand that we are doing good for the community and they are doing good in the community and they are trying to reduce their costs, but we are trying to improve the quality of health in the neighborhood. We are going to make some investments in the future capital investments and quality investments and improving health. I understand why they passed through the costs to us and I understand why we should not take the pass through.

Ms. Seely:

Well I would ask, if the situation were reversed, would we want to do the same thing?

Mr. Wexner:

I am saying the same thing to them. I am just a tougher negotiator. I understand the logic of what we are doing and I understand the logic of what they are doing too.

Mr. Kasey:

We will go back and talk to housing authority and see what opportunities we can find to see if we can either find a deal with them or to lower the costs.
Mr. Wexner:

We are buying it for a contingent use.

Mr. Kasey:

Yes.

Mr. Wexner:

I understand that is how they would fund their development, I am not opposed to community good, but I think there should be some reciprocity.

Mr. Kasey:

I think the payment from us allows them to buy other property which builds out their master plan of how they want to bring their 400 units back.

President Drake:

I think the questions is maybe we could pay them less. I think it would be interesting to go back and ask them. Not to say we have not, but often times we look like a source of funding. I had a call yesterday from someone who wanted to know if we wanted to advertise to help them fundraise. I said “we actually are the fundraisers” and that is like most of my conversations.

Mr. Kasey:

We will go back and see what opportunities we have.

President Drake:

Let me say also, to make Elizabeth feel happy. There are likely not to be a lot of suitors for this contended use of purchase on that particular parcel.

Ms. Seely:

I think that was reflected in the appraisal as we got them done as this makes sense.

President Drake:

We can see what happens.

Mr. Kasey:

The next parcel is in fitting with the medical center’s strategic plan for ambulatory care trying to consolidate smaller practices into strategic, larger locations. There was a practice purchased in 1987 at 1727 Bethel Road. This has been operated since that time as the OSU family practice location. It is approximately an acre of ground and 3,400 square feet of space. With the completion of the Kingsdale property and practice moving into the Kingsdale area, and also with Worthington being renovated, the practices located at this site have been moved into those larger locations and this site is deemed to be available in surplus. The university medical center would like to sell the practice and the location and this one will have to go to the legislature for approval of sale. It will be sold at an appraised price.

Mr. Wexner:

What would you guess? Is that corner location, any idea of the relative value?
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Mr. Kasey:

I do not think we have an appraisal on it yet. I do not know.

Mr. Steinour:

Would you take it to full exposure to the market?

Mr. Kasey:

We will take it and we will advertise it, as we are required to do by statewide advertising, and have an estimate. Then we will take bids against the estimate not giving anyone what the appraisal is.

President Drake:

How long does that process take and what are our costs now?

Mr. Kasey:

The process take an undetermined period because it has to be linked to a legislative bill and move through the legislature as an attachment to a bill. The appraisal will be done relatively quickly and the advertisement of the site will be done relatively quickly, but then we will have to take it through the final approval. It cannot go through final approval until the offer is within 10% of the appraised value, which is the state’s requirement.

Dr. Retchin:

I will say this reflects the strategy of getting away from the multiple small sites that departments have sprouted up over the years and consolidating them, in this case in Upper Arlington. We have about 63 different ambulatory sites in the metropolitan area. Is that right?

Dr. Retchin:

Oh, 68. These onsies really made us uncompetitive.

Ms. Marsh:

This practice consolidates in both Upper Arlington and Worthington.

Mrs. Wexner:

As many of us know there is a newly reestablished facilities and master planning committee that John Wolfe used to chair that was a subcommittee of this board and we discussed reestablishing that and it has its first meeting today in fact. Bob Schottenstein is a member of this board and would chair that, taking John’s place, and I think it might be beneficial for this group if these types of decisions regarding acquisitions and dispensations and improvements first come to that group. Then we will have an easier conversation at these meetings. It sounds like it is fine for today, but it would be helpful if we could reestablish this process.

Mr. Wexner:

We can look at all of the things that the university should be doing and have a sense of what their value is because we may be able to fund acquisitions at better sites by selling sites that, for our purposes, are obsolete or may not be obsolete but may have a higher capital value than are necessary for us. The corner of Reed and Bethel Road is a great place for a gas station or a fast food restaurant. If it is, then it is worth several million
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dollars. When you inventory them and put values on them so you know in the aggregate what all of these 60 or 70 bits of pieces are come up with a very different view of let’s do this one or let’s do that one.

Mrs. Wexner:

Also, I think to Sheldon’s point of being sure we are being consistent with the strategy and then tying that to the strategic plan in terms of understanding what our footprint looks like and where those investments are made.

Mr. Kasey:

Would you like to table these until we can bring them back with further explanation?

Mr. Wexner:

Yes. I would give them to the committee and give them a whole list of properties. One of the first things I would do is see what we own in bits and pieces and what the commercial value of them are, and then look at the strategy going forward. This is not going to depreciate or appreciate much in 90 days, I do not think.

Mr. Kasey:

Elizabeth, is there any pre-agreement with the housing authority about the time for this one?

Ms. Seely:

I am sure we can accommodate that within the time frame.

Dr. Retchin:

That is tabled. Mr. Chair, for the last session and I know we are a little short on time, is a follow-up from the previous board meeting. Jeff Wadsworth had asked a questions about our research portfolio and some of the elements and in that case it was big data. It led to a discussion about translational science and I suggested at the time that we have Rebecca Jackson, who is the Director for the Center for Clinical and Translational Science address the board. Dr. Kent has come on board and I think you will find this as fascinating and worthwhile to continue to educate the board and ourselves and the value of our clinical research. I will ask Craig to introduce Dr. Jackson.

Dr. Kent:

Thank you, Sheldon. I thought I would start with a couple of slides about the importance of clinical research. The National Institute of Health (NIH) has been thought of to be the best in terms of basic science research. In the mid 2000’s there was a sense among congress and many of the constituents that far too much money was being spent on basic science and that there was a need to have earlier translational research. Elias Zerhouni, who at the time was head of the NIH wrote this article in the New England Journal and it was all about reengineering the research enterprise so that there is a focus on clinical research. His idea was that the NIH in fact should be a purveyor of resources for clinical research. At that point in 2005 about a third of the NIH resources were devoted to clinical research. He was actually quite proud of that. The number continues to increase and if you look at 2015, over half of the NIH resources are devoted to clinical research. What that means is that there is a tremendous emphasis on clinical and translational research. Any powerhouse research institution has to have this as a major focus. As part of this initiative, he started the CTSA (Clinical Translational Science Awards) program and the idea was that resources were going to be given to a number of institutions around the country to create an infrastructure to facilitate and grow clinical
research. These are incredibly competitive awards and if you look around the country there are only 62 institutions that compete for these awards. The amount of money is pretty high. It is in the $4 million to $6 million a year range for five years, so a total amount of somewhere between $25 million and $30 million to each institution. The goal of this research is to create provocative and innovative research that in some very direct way is going to change patient care. That is the idea. We happen to be one of those centers and it turns out that in terms of reputation our CTSA is thought to be one of the best in the country and probably the person that is responsible for that is here with us today, Becky Jackson. Becky's background, a Buckeye I hear. She has a bachelor's and a medical degree from Ohio State and had a little sojourn to Johns Hopkins for her internal medicine residency, but then came back for her fellowship in endocrinology at Ohio State. She has been with us for 33 years. Thirty of those 33 years she has been funded by the NIH. Her total research funding over that period of time is an amazing $110 million. Her personal area of research is in osteoporosis and other areas of intricate surgery. She is published widely in the New England Journal of Medicine, the Journal of the American Medical Association, and Nature Genetics. These are just a few of her really fantastic publications. As I mentioned earlier, in the world of translational and clinical research she is a superstar and probably one of the reasons our CTSA is so great. Becky, thanks so much for joining us today and we look forward to your comments.

Dr. Jackson:

Thank you very much for letting me talk about one of my favorite topics. I wanted to put this into the human perspective for you. May 9, 1989 was really one of the happiest days of our lives when our first child Natalie was born. Three weeks later, however, as brand new parents we faced the worst nightmare that parents could have as our child was rushed to Nationwide Children's Hospital in respiratory distress. Over the next ensuing weeks, we underwent countless medical tests to try to understand what happened. Because of the advances of the human genome project, we were able to make a diagnosis of what Natalie had, which is a sporadic genetic disease called Angel Wing Syndrome. We had this really great scientific information of exactly what base pairs were changed, but unfortunately none of the information could be translated to care because there had been no therapies that actually targeted that. As a mother, as a clinician, and as a scientist it became obvious that our system does not work and that we had to have new ways of bringing information together, bringing teams together, and bringing different perspectives together. It actually ultimately does what we want to do in biomedical sciences, which is to ultimately improve the human condition.

As a land grant institution we really have a mission to translate new knowledge as a sacred social compact to the communities locally, nationally, and globally. At Ohio State we have great resources and expertise in those three major disciplines associated with translational science; basic science discovery, clinical research, and then implementation or population types of health. Unfortunately, despite all the resources of expertise that we put into those areas across the university we have really been unable to organize ourselves in ways that actually allows those disciplines to work together to bear on some of the most pressing problems that reach us. There are a lot of challenges associated with really moving forward translational science to that ultimate end game. First of all, it is not a linear process and we have often over the last probably 100 years thought that we could simply march down, but in fact it has to be not only bidirectional but multidirectional. The AIDS epidemic is a perfect example of that multidirectional because it was a group of clinicians who saw a group of young men who developed this autoimmune disease that was immunosuppressive. They talked to other scientists and said, you know this seems to be a new syndrome. Those scientists brought it back to the laboratory, identified the problems, and put the focus on the development of therapeutics. We have taken an absolutely fatal disease when I was a resident and now made it a product disease that people live well with. That is the promise of translational science.
In order to be able to really address these kinds of challenges, groups of individuals across the entire university in 2006 from almost every single college came together to work to develop the Center for Clinical and Translational Science. We currently have more than 2800 members who are involved in this kind of initiative and come from 14 different colleges. We have active partnerships with Nationwide Children’s and Battelle Memorial Institute. We were funded in 2008 in the second round of the CTSA program with our first round of funding and we now have gone through our second cycle of funding in 2013 and will be coming forward for our third round of funding for 2017-2018. As Craig said, we are one of 62-64 of the funded institutes that actually make up the CTSA consortium. The goal of the consortium and the goal for us at Ohio State is relatively straightforward; it is to speed the translation of scientific discoveries to clinical therapies that improve human health and is that not in fact what we all want to do? That is why we deliver healthcare.

This is a new paradigm because most scientists are used to working in isolation. Most of them are very focused, driven, and disciplined. They have some of the greatest vaults of information in one area, but translational science is not individual science, it is team science. It really engages the entire group of stakeholders that are involved on the process of translational science spectrum. From basic scientists to clinical investigators to clinicians in health systems as well as patients, public policy, society, and public and private partnerships all to work and to actually cross these translational gaps that have really slowed the process. Currently the process of taking a new discovery to the bed side and to the community takes a minimum of about 17 years and that is simply not acceptable. When you add on that in fact, less than one out of every 500-1000 discoveries ever moves forward to ever actually having some impact on human health. You can see that this is a system that is actually crying out for some new solutions in the future.

Our call to action in the Clinical and Translational Science Center and our focus over the last year has been to bring together groups across the university to actually address these issues. Our foundation is the strength of our informatics programs in order to be able to focus on big data and learning from our patients is to integrate the scientific cores that we have. We are really very lucky at Ohio State to have such a large investment in that area to bring together that wealth of educational programs to be able to work in synergy rather than in a competitive fashion. Then to look to our engaged stakeholders, our patients, clinicians, and other groups to actually begin to define some of the most pressing problems. Our research engine that we talk about is to train and cultivate the translational science workforce because the types of skills that are necessary to do translational science are very different. It is a new set of language in order to be able to actually go across those disciplines. It is new ways of working together and new ways of leading a team. It is to foster and enhance scientific innovation through pilot funding mechanisms and other things that actually incentivize innovation. Then, it is the same types of things a health system works on in a regular day, which is to improve actual operational efficiency and quality. We really applied the same type of lean six sigma processes to clinical and translational research to actually decrease the time to study start up, to move things forward, and to enhance communications. All of those things that are ultimately what we think will contribute to that objective of sustained and innovative translational research that makes a difference for our patients.

What has been our impact since we were initially funded in 2008? Over the first two cycles we received over $68 million in direct funding to the CCTS (Center for Clinical and Translational Science) to support our activities across the university. We have had major leadership in a number of consortium activities, I was the national consortium chair in 2010 and currently serve on the executive steering committee for the entire consortium. As a result of the support of our research community we have had over 1294 public publications in high impact journals that are directly attributable to receiving resources and other types of support from the CCTS. When you look at that from a clinical research perspective, in the clinical research center alone, there have been more than 2687 patient visits and simply in the last year that supported $28.8 million of funded
research activities that went on in the CRC (clinical research center). We have also become competitive going after some of these very large national grants that are both program project grants, which has been a major focus of the Comprehensive Cancer Center, but also to go after other mechanisms and other types of things and we have successfully competed for those now at more than a dozen institutions.

How have we gone about doing that? The first thing is really developing the translational science workforce. We recognize that in fact, not only were people not going into research as a career, but in fact it that was a very leaky pipeline. That career sustainability is critical. If we are going to invest in people and take our best and our brightest, we want to be able to have them continue to be successful along the way. One of our strategies was to have a pre-doctoral and early student career training program in translational science that laid the foundation and then support for early clinical and career faculty to be able to move forward and to develop their own laboratories and move forward. Next was to train the entire research teams and we have done that by having large numbers of workshops and online training resources so there is on-demand access to information and work together with the university and others to really incentivize research as a viable and sustainable career.

Have we been effective? In the last eight years alone, those individuals that we have invested with have in fact not only moved forward along in their career, but continue to remain engaged in translational science. Looking at our early stage faculty that have been directly supported by the CCTS, they have published more than 100 high impact publications and have been awarded more than $9.3 million in grants individually to them to continue to move those things forward. Clear leading indicators of a sustainable research career. To our pilot programs and other activities where we actually invest in individuals, new teams, and new ideas we have also worked closely to think of another area of translation and that is in the area of entrepreneurship and commercialization. As a result of the efforts and the support of the CCTS up through last year we had 19 invention disclosures and in fact two new startup companies, one by a young early career faculty member in otolaryngology who developed a new way of diagnosing otitis media at point-of-care testing and the second, which you have heard of is Signet Accel, which came out biomedical informatics and was built on a lot of investment by the CCC and the CCTS.

How do we advance innovation and translation? This is really a way of changing the culture. Rather than thinking about innovation the way scientists do, as creativity and following where the science takes you, we really try to envision this concept of innovation from a business perspective. Understanding what is important, what are the most pressing problems, what are acceptable solutions, and working together with the stakeholders in order to be able to do that. That is across the entire process of translation. From the very basic science level all the way through that community implementation. One of the ways we did that was developing a course that is required of everyone in our pilot programs, as well as required of all of our trainees, which is the Business of Science. This is a three-day workshop given at least annually that really focuses on principals of team leadership, project management, innovation, leaving a legacy, as well as communication. All of our pilot programs, and in fact in the developmental careers of our trainees who have taken a project management approach. We do hold people accountable for milestones and metrics, which is a coming to Jesus moment for many investigators because that is not in fact the way we go. We go where the science takes us, rather than thinking of the deliverables that we really committed to, because really what is a grant but a business plan. It is a business plan of a scientific idea that you are moving forward to answer a specific set of hypotheses. Taking all of those for a course all around the university we actually work to integrate these. One of the most unique, and now best in class nationally of our approaches, is something that we call the translational therapeutics think tank where we brought together all of the groups that are involved in supporting pre-clinical drug therapeutics to work together and develop a design studio together with investigators to give them feedback early on and
to meet regularly with them to help them understand how to more efficiently move their processes forward.

What have been the outcomes of doing all of this? When we surveyed people more than a year after they completed the Business of Science workshops or were involved in our project management, one of the things that they incorporated were the tools and the skills that we gave them into their daily practice. In fact, 100% of the people who attended that said it was the single most valuable workshop that they have every attended during their time as a trainee and as a faculty member. Our longitudinal pilot program before we instilled project management, 90% of our projects did not complete within the year of funding. When we added milestones, metrics, and accountability to it, 86% of the projects met all of the project timelines. What is even more impressive, 90% of the projects have actually moved on the translational pipeline in less than three years. This is an amazing shortening of seeing scientific innovation move forward. The other major change with clinical and translational science is that area of engagement and collaboration. Frequently, our concept of community involvement was to go to the communities and recruit them to be in our studies rather than to actively engage them to be the drivers of identifying the problems, working together with the study teams, and answering the most pressing problem. When talking about communities, I am not just talking about patients, I am talking about clinicians, health systems, public policy, and the government. We have developed a number of community engagement wards and in fact every project that is courted in the CCTA actually has to go to the community engagement board and work with them to try to get some feedback and representation. We have developed pilot funding initiatives to further develop these community academic partnerships and we have worked very closely with the health system here in the OSU Wexner Medical Center to begin to make those first real integrations into delivery of care with research.

What have our outcomes been over the last eight years? Currently, we have 74 active community partners that are engaged in community projects who work with investigators across the university. By working together with the health system, we identified the need for greater access to electronic health record data. Since the time that we began financially supporting the cost of extracting some of that data for investigators we have been able to serve about 593 requests for information that actually drove preliminary or in fact final based upon the actual data of the patients that we care for regularly. In collaboration with the health system, two years ago they added a link to participate in research. In just that two year period of time, 120,000 of our patients have clicked on that link, 20% moved forward to go to the registry and more than 10% of them signed up to be an active research participant. Our patients want that opportunity to be part of the answer.

Dr. Kent:

Becky, I know that we are going to have lots of questions and you are so excited about all that you do, would it be okay if we finish up at this point?

Dr. Jackson:

Yes, I am just going to give two quick impact examples.

Going back to our original goal, why are we doing this, the reason we are doing this is because we ultimately want to impact health.

I want to give you two very quick examples and the first of those is a study and a project that was done by Dr. Sashwathi Roy. They dealt with the issue of chronic wounds that you probably know is the leading cause of non-traumatic amputations. Basic science discoveries, defined over the last couple of years, that biofilms with bacteria and this collagenous, fibrous film does not allow antibiotics to penetrate and therefore the wound cannot heal. Three years ago a team of investigators that included engineers, clinicians,
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and basic scientists went together and with support of the CCTS developed a portable adhesive patch that actually has low electrical currents that disrupts the biofilms and allows antibiotic penetration. From the start of that project to the first demand studies it was less than three years and that device continues to impressively speed up the time of healing.

The last example is one that I want to bring because I think it really highlights that work with community. Lorraine Smith is a faculty member in the College of Nursing and she is very interested in reducing the impact of diabetes in underserved populations where there are large amounts of health inequity or health disparities. In the middle of her focus groups it became obvious that the communities that she was working with were concerned about diabetes but they were more concerned about the increasing incidence of diabetes and obesity in their teenagers. The leading cause in the increase in obesity seemed to be the consumption of sugar sweetened beverages. She worked together with the community members and with team advisory councils in two different schools to put together a pilot program to say ‘how could we actually reduce the amount of sugar sweetened beverage intake and ultimately, potentially improve health?’ Teams developed this approach toward motivational interviewing. They did not take sodas and sweets out of the machine, what they did was offer people other alternatives to think about. It was called the Sodabriety Challenge. In just 60 days, more than half of the students who took the challenge dropped their intake of sugar sweetened beverages by more than one per day and interestingly increased their intake of water by 19%, which was not a primary message. They had an unintentional, but a wonderful outcome of about two to three pounds of weight loss and they maintain that now over a two-year period of time. In fact, those results were so impressive that the Tennessee Water Network has now funded this intervention, this community based participatory research intervention, to be done in all high schools in the Tennessee area in the Appalachian communities over the next four years. Dr. Smith and her colleagues are going to do the scientific analysis to go along with it.

To finish, I do not think anyone says this more succinctly than Henry Ford. “Coming together is a beginning, keeping together is a progress, but working together is success.” Thank you.

Dr. Kent:

Becky, that was absolutely fantastic. Thank you for everything that you do. Are there any questions?

Mr. Wexner:

It is very hard to get tech transfer and practical things through universities. Ours is no exception. I spent a little time at Dr. Drake's alma mater, Stanford, is probably the best because it is the priority of the university to get stuff to the real world. In the skunk work kind of labs in the buildings on the campus and they really champion it. In that context, if you had a magic wand to create magic resources to do more, better, and faster what would be your wish?

Dr. Jackson:

I think there are a couple of things. I think the primary thing is culture. Incentivizing research and actually showing that entrepreneurship, commercialization, and dissemination are critical components of our daily job and that there are multiple ways to disseminate that. The cost for example of the Sodabriety Challenge is relatively low. It is simply motivational messages that could have a huge impact on health over a period of time. In other areas like tech licensing in order to get those types of new drugs or devices in the hands of clinicians and health systems is really critical. Universities do not do that best. We really need to develop those kinds of partnerships. I would say number one is continuing to incentivize those areas and recognize that there are multiple
different ways to disseminate and translate our information and that all of those things are critically important. Two is continuing to invest in the research infrastructure and invest in people. I was really close to Woody Hayes and in fact he was in my wedding. I always use his quote, “you win with people.” It is really bringing the best and the brightest, to invest in them, and then to put the teams and the resources around them to allow them to be successful. Third is to bring that group of team science together because as I said, it really does take a village. It is a new way of interacting and working together. Ways of doing that and developing those trusting relationships between different groups of sciences and changes in the promotion and tenure guidelines that really recognize the importance of team science. All of those things are critical for moving things forward. If you want to give me $100 million that is okay too.

Mr. Wexner:

I was not planning on it, but I am really interested in this subject and I know that the university board is and the cultural part of how to get entrepreneurs inside an institution that is not entrepreneurial. It is obvious to me from listening to you that you are, and have been, a successful entrepreneur in how you get people to team and do stuff at measurable result. We can talk offline, but if you had resources at a place, as in an angel fund, is it a bigger megaphone? The university needs these champions like you that get into the real world. It is very hard to do it within the institution because the institution has a cadence and a culture that goes with a large bureaucracy.

Dr. Kent:

I think that is true of any university and I want to go back to Becky’s comment that it is about the people. I think that trying to recruit a group of people that like to translate and then creating an environment for them where it is easy to do and is comfortable is really the solution. That is part of our agenda moving forward.

Mrs. Wexner:

Dr. Kent and I heard a presentation at Nationwide Children’s this week about the biofilm research that Dr. Sashwati Roy is doing and it sounds like this is a different approach. Are you coordinating?

Dr. Jackson:

They are coordinated and in fact we help to support that research as well. As I said, Nationwide is an active partner and the CCTS is every bit as active at Nationwide as it is at Ohio State. The Center for Clinical Research there really is our effector arm at Nationwide. We work closely with Bill Smoyer and his group in that area. The early career faculty went on to develop the company. It was actually Dr. Lauren Bakelatz’s mentee in moving forward on that area. There are large amounts of efforts and one of the things is bringing those teams together. In our longitudinal pilot program for example, scientists are often reluctant to share early information because of that first publication or that first thing. What we do is, we basically bring them all into a room, have them present to each other three slides and major impact and then we ask questions. We try to improve their presentations. What you find is that within those things now you start getting those cross collaborations because they say, “I did not know you were doing that. We can complement that.” That is the beauty of translational science. I think that is the strength of Ohio State. What we have at Ohio State that very few other places have is that ability to look at a problem from multiple different perspectives and to bring all of those perspectives together to do that. That is our competitive advantage and we need to continue to develop that.
Mr. Wexner:

We can talk offline to discuss what you need. Is it a place? Is it an angel fund? We need that spark at the university, let alone the medical center. It is so hard and obviously you are doing it. I am just so elated. Have you ever heard of a lady named Tina Seelig?

Dr. Jackson:

Yes.

Mr. Wexner:

Good. I was going to send you her book, but since you have heard of her I bet you have it.

Dr. Retchin:

Great job, Becky. Thank you for your leadership.

(See Attachment XI for background information, page 418)

Ms. Link:

The board will now recess into executive session to consider business sensitive trade secret matters required to be kept confidential by federal and state statues and to consult with legal counsel regarding pending or imminent litigation.

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

Attest:

Leslie H. Wexner
Chairman

Heather Link
Associate Secretary
November 2, 2016 meeting, Wexner Medical Center Board

(ATTACHMENT VIII)
Health System Financial Summary
September 2016

The Ohio State University Health System Financial Highlights
For the YTD ended September 30, 2016

<table>
<thead>
<tr>
<th>Category</th>
<th>Budget</th>
<th>Prior Yr</th>
<th>Actual</th>
<th>Budget</th>
<th>Prior Yr</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admissions</td>
<td>2.4%</td>
<td>2.8%</td>
<td>15,469</td>
<td>15,106</td>
<td>15,050</td>
</tr>
<tr>
<td>Surgeries</td>
<td>1.4%</td>
<td>3.5%</td>
<td>10,788</td>
<td>10,636</td>
<td>10,424</td>
</tr>
<tr>
<td>O/P Visits</td>
<td>-3.3%</td>
<td>2.1%</td>
<td>436,783</td>
<td>451,548</td>
<td>427,831</td>
</tr>
<tr>
<td>Worked Hrs / Adjusted Admit</td>
<td>4.1%</td>
<td>0.8%</td>
<td>195</td>
<td>199</td>
<td>197</td>
</tr>
</tbody>
</table>
### The Ohio State University Health System

#### Financial Highlights
For the YTD ended: September 30, 2016
($ in thousands)

<table>
<thead>
<tr>
<th>Operating Revenue</th>
<th>Controllable Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budget</strong></td>
<td><strong>Budget</strong></td>
</tr>
<tr>
<td>0.3%</td>
<td>-0.3%</td>
</tr>
<tr>
<td><strong>Prior Yr</strong></td>
<td><strong>Prior Yr</strong></td>
</tr>
<tr>
<td>5.6%</td>
<td>-8.4%</td>
</tr>
<tr>
<td>Actual</td>
<td>Actual</td>
</tr>
<tr>
<td>$672,074</td>
<td>$520,655</td>
</tr>
<tr>
<td>Budget</td>
<td>Budget</td>
</tr>
<tr>
<td>$670,077</td>
<td>$518,967</td>
</tr>
<tr>
<td>Prior Yr</td>
<td>Prior Yr</td>
</tr>
<tr>
<td>$636,321</td>
<td>$480,453</td>
</tr>
</tbody>
</table>

#### Excess Revenue over Expense
<table>
<thead>
<tr>
<th><strong>Budget</strong></th>
<th><strong>Prior Yr</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>-1.4%</td>
<td>-14.4%</td>
</tr>
<tr>
<td>Actual</td>
<td>Actual</td>
</tr>
<tr>
<td>$45,535</td>
<td>$45,535</td>
</tr>
<tr>
<td>Budget</td>
<td>Budget</td>
</tr>
<tr>
<td>$46,198</td>
<td>$46,198</td>
</tr>
<tr>
<td>Prior Yr</td>
<td>Prior Yr</td>
</tr>
<tr>
<td>$53,011</td>
<td>$53,011</td>
</tr>
</tbody>
</table>

#### Days Cash on Hand
<table>
<thead>
<tr>
<th>PY FY16</th>
<th>PY MTD</th>
</tr>
</thead>
<tbody>
<tr>
<td>-2.4%</td>
<td>16.0%</td>
</tr>
<tr>
<td>Actual</td>
<td>Actual</td>
</tr>
<tr>
<td>111.6</td>
<td>111.6</td>
</tr>
<tr>
<td>$680M</td>
<td>$680M</td>
</tr>
<tr>
<td>PY FY16</td>
<td>PY MTD</td>
</tr>
<tr>
<td>114.3</td>
<td>96.2</td>
</tr>
<tr>
<td>$674M</td>
<td>$543M</td>
</tr>
</tbody>
</table>

### The Ohio State University Health System

#### Consolidated Activity Summary
For the MTD ended: September 30, 2016

<table>
<thead>
<tr>
<th>Activity</th>
<th>Actual</th>
<th>Budget</th>
<th>Act-Bud Var</th>
<th>Budget % Var</th>
<th>Prior Year</th>
<th>PY % Var</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Admissions</strong></td>
<td>4,997</td>
<td>4,959</td>
<td>38</td>
<td>0.8%</td>
<td>4,886</td>
<td>2.3%</td>
</tr>
<tr>
<td><strong>Surgeries</strong></td>
<td>3,585</td>
<td>3,528</td>
<td>61</td>
<td>1.7%</td>
<td>3,492</td>
<td>2.8%</td>
</tr>
<tr>
<td><strong>Outpatient Visits</strong></td>
<td>147,092</td>
<td>150,379</td>
<td>(3,287)</td>
<td>-2.2%</td>
<td>143,913</td>
<td>2.2%</td>
</tr>
<tr>
<td><strong>Average Length of Stay</strong></td>
<td>6.18</td>
<td>6.18</td>
<td>(0.01)</td>
<td>-0.7%</td>
<td>6.43</td>
<td>5.2%</td>
</tr>
<tr>
<td><strong>Case Mix Index (CMI)</strong></td>
<td>1.85</td>
<td>1.86</td>
<td>(0.01)</td>
<td>-0.7%</td>
<td>1.79</td>
<td>3.1%</td>
</tr>
<tr>
<td><strong>Adjusted Admissions</strong></td>
<td>9,536</td>
<td>9,463</td>
<td>67</td>
<td>0.7%</td>
<td>9,126</td>
<td>4.4%</td>
</tr>
<tr>
<td><strong>Operating Revenue per AA</strong></td>
<td>$23,139</td>
<td>$23,350</td>
<td>(211)</td>
<td>-0.9%</td>
<td>$22,921</td>
<td>1.0%</td>
</tr>
<tr>
<td><strong>Operating Expense per AA</strong></td>
<td>$20,852</td>
<td>$20,704</td>
<td>(148)</td>
<td>-0.7%</td>
<td>$20,397</td>
<td>-2.2%</td>
</tr>
</tbody>
</table>
The Ohio State University Health System
Consolidated Statement of Operations
For the MTD ended: September 30, 2016
(in thousands)

<table>
<thead>
<tr>
<th>OSUHS</th>
<th>Actual</th>
<th>Budget</th>
<th>Act-Bud Variance</th>
<th>Budget % Var</th>
<th>Prior Year</th>
<th>FY % Var</th>
</tr>
</thead>
<tbody>
<tr>
<td>OPERATING REVENUE</td>
<td>$220,517</td>
<td>$220,967</td>
<td>$(450)</td>
<td>-0.2%</td>
<td>$209,177</td>
<td>5.4%</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and Benefits</td>
<td>100,971</td>
<td>98,342</td>
<td>(2,629)</td>
<td>-2.7%</td>
<td>94,769</td>
<td>-6.0%</td>
</tr>
<tr>
<td>Supplies</td>
<td>25,293</td>
<td>23,356</td>
<td>(1,937)</td>
<td>-8.3%</td>
<td>21,308</td>
<td>-18.2%</td>
</tr>
<tr>
<td>Drugs and Pharmaceuticals</td>
<td>20,591</td>
<td>22,839</td>
<td>2,248</td>
<td>10.4%</td>
<td>22,200</td>
<td>6.8%</td>
</tr>
<tr>
<td>Services</td>
<td>23,957</td>
<td>24,299</td>
<td>342</td>
<td>1.4%</td>
<td>22,200</td>
<td>-3.0%</td>
</tr>
<tr>
<td>Depreciation</td>
<td>11,779</td>
<td>11,267</td>
<td>(512)</td>
<td>-4.5%</td>
<td>11,622</td>
<td>-1.4%</td>
</tr>
<tr>
<td>Interest</td>
<td>3,342</td>
<td>3,329</td>
<td>(13)</td>
<td>-0.4%</td>
<td>3,403</td>
<td>4.3%</td>
</tr>
<tr>
<td>Other</td>
<td>12,667</td>
<td>12,480</td>
<td>(187)</td>
<td>-1.5%</td>
<td>10,275</td>
<td>-23.4%</td>
</tr>
<tr>
<td>Total Expense</td>
<td>196,726</td>
<td>195,525</td>
<td>(1,200)</td>
<td>-0.6%</td>
<td>196,148</td>
<td>4.8%</td>
</tr>
<tr>
<td>Gain (Loss) from Operations (pre MCI)</td>
<td>21,791</td>
<td>25,042</td>
<td>(3,251)</td>
<td>-13.0%</td>
<td>23,029</td>
<td>-6.3%</td>
</tr>
<tr>
<td>Medical Center Investments</td>
<td>(12,518)</td>
<td>(12,414)</td>
<td>(104)</td>
<td>-0.8%</td>
<td>(11,407)</td>
<td>-9.7%</td>
</tr>
<tr>
<td>Income from Investments</td>
<td>560</td>
<td>228</td>
<td>332</td>
<td>146.6%</td>
<td>265</td>
<td>111.3%</td>
</tr>
<tr>
<td>Other Gains (Losses)</td>
<td>(8)</td>
<td>(8)</td>
<td>(8)</td>
<td>-100.0%</td>
<td>455</td>
<td>20.8%</td>
</tr>
<tr>
<td>Excess of Revenue over Expense</td>
<td>$9,831</td>
<td>$12,856</td>
<td>$(3,025)</td>
<td>-23.5%</td>
<td>$12,342</td>
<td>22.3%</td>
</tr>
</tbody>
</table>

The Ohio State University Health System
Consolidated Activity Summary
For the YTD ended: September 30, 2016

<table>
<thead>
<tr>
<th>OSUHS</th>
<th>Actual</th>
<th>Budget</th>
<th>Act-Bud Variance</th>
<th>Budget % Var</th>
<th>Prior Year</th>
<th>FY % Var</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Admissions</td>
<td>15,469</td>
<td>15,106</td>
<td>363</td>
<td>2.4%</td>
<td>15,050</td>
<td>2.8%</td>
</tr>
<tr>
<td>Surgeries</td>
<td>10,785</td>
<td>10,636</td>
<td>149</td>
<td>1.4%</td>
<td>10,423</td>
<td>3.5%</td>
</tr>
<tr>
<td>Outpatient Visits</td>
<td>436,783</td>
<td>451,548</td>
<td>(14,765)</td>
<td>-3.3%</td>
<td>427,831</td>
<td>2.1%</td>
</tr>
<tr>
<td>Average Length of Stay</td>
<td>6.10</td>
<td>6.17</td>
<td>0.07</td>
<td>1.1%</td>
<td>6.33</td>
<td>3.7%</td>
</tr>
<tr>
<td>Case Mix Index (CMI)</td>
<td>1.81</td>
<td>1.86</td>
<td>(0.05)</td>
<td>-2.5%</td>
<td>1.80</td>
<td>0.7%</td>
</tr>
<tr>
<td>Adjusted Admissions</td>
<td>25,512</td>
<td>28,735</td>
<td>727</td>
<td>2.5%</td>
<td>27,943</td>
<td>5.6%</td>
</tr>
<tr>
<td>Operating Revenue per AA</td>
<td>$22,773</td>
<td>$23,319</td>
<td>(546)</td>
<td>-2.3%</td>
<td>22,772</td>
<td>0.0%</td>
</tr>
<tr>
<td>Operating Expense per AA</td>
<td>$19,992</td>
<td>$20,439</td>
<td>447</td>
<td>2.2%</td>
<td>19,719</td>
<td>-1.4%</td>
</tr>
</tbody>
</table>
### The Ohio State University Health System

#### Consolidated Balance Sheet
As of September 30, 2016
(in thousands)

<table>
<thead>
<tr>
<th>Assets</th>
<th>September 2016</th>
<th>June 2016</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$544,314</td>
<td>$638,576</td>
<td>$5,372</td>
</tr>
<tr>
<td>Net Patient Receivables</td>
<td>$340,523</td>
<td>$324,469</td>
<td>16,063</td>
</tr>
<tr>
<td>Other Current Assets</td>
<td>$66,402</td>
<td>$69,696</td>
<td>(3,294)</td>
</tr>
<tr>
<td>Assets Limited as to Use</td>
<td>$255,616</td>
<td>$255,696</td>
<td>116</td>
</tr>
<tr>
<td>Property, Plant &amp; Equipment - Net</td>
<td>$1,303,389</td>
<td>$1,370,708</td>
<td>22,801</td>
</tr>
<tr>
<td>Other Assets</td>
<td>$14,408</td>
<td>$15,588</td>
<td>(21,920)</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$2,614,652</strong></td>
<td><strong>$2,694,329</strong></td>
<td><strong>20,332</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities &amp; Net Assets</th>
<th>October 2016</th>
<th>June 2016</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Liabilities</td>
<td>$253,194</td>
<td>$266,841</td>
<td>(13,647)</td>
</tr>
<tr>
<td>Other Liabilities</td>
<td>$99,577</td>
<td>$99,535</td>
<td>224</td>
</tr>
<tr>
<td>Long Term Debt</td>
<td>$791,967</td>
<td>$793,762</td>
<td>(15,795)</td>
</tr>
<tr>
<td>Net Assets - Unrestricted</td>
<td>$1,479,914</td>
<td>$1,434,362</td>
<td>45,552</td>
</tr>
<tr>
<td>Net Assets - Restricted</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Liabilities &amp; Net Assets</strong></td>
<td><strong>$2,614,652</strong></td>
<td><strong>$2,694,329</strong></td>
<td><strong>20,332</strong></td>
</tr>
</tbody>
</table>

---

### OSU Wexner Medical Center

#### Combined Statement of Operations
For the YTD ended: September 30, 2016
(in thousands)

<table>
<thead>
<tr>
<th>Actual</th>
<th>Budget</th>
<th>Actual Variance</th>
<th>Budget % Var</th>
<th>Prior Year</th>
<th>FY % Var</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OPERATING STATEMENT</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Operating Revenue</td>
<td>$628,646</td>
<td>$624,687</td>
<td>$3,959</td>
<td>0.5%</td>
<td>$789,912</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and Benefits</td>
<td>429,139</td>
<td>434,583</td>
<td>5,453</td>
<td>1.3%</td>
<td>403,145</td>
</tr>
<tr>
<td>Supplies</td>
<td>70,597</td>
<td>73,572</td>
<td>3,996</td>
<td>2.6%</td>
<td>74,294</td>
</tr>
<tr>
<td>Drugs and Pharmaceuticals</td>
<td>74,152</td>
<td>76,665</td>
<td>2,513</td>
<td>3.3%</td>
<td>72,489</td>
</tr>
<tr>
<td>Services</td>
<td>54,833</td>
<td>53,368</td>
<td>(1,465)</td>
<td>-2.7%</td>
<td>84,822</td>
</tr>
<tr>
<td>Depreciation</td>
<td>37,584</td>
<td>37,305</td>
<td>279</td>
<td>0.8%</td>
<td>38,138</td>
</tr>
<tr>
<td>Interest Expense</td>
<td>12,912</td>
<td>12,843</td>
<td>69</td>
<td>0.5%</td>
<td>13,338</td>
</tr>
<tr>
<td>Other Operating Expense</td>
<td>43,947</td>
<td>44,307</td>
<td>360</td>
<td>0.8%</td>
<td>32,961</td>
</tr>
<tr>
<td>Medical Center Investments</td>
<td>2,107</td>
<td>2,455</td>
<td>(348)</td>
<td>-14.1%</td>
<td>4,149</td>
</tr>
<tr>
<td><strong>Total Expense</strong></td>
<td>776,522</td>
<td>777,759</td>
<td>1,237</td>
<td>0.2%</td>
<td>772,836</td>
</tr>
<tr>
<td>Excess of Revenue over Expense</td>
<td>$51,924</td>
<td>$46,966</td>
<td>$4,958</td>
<td>10.8%</td>
<td>$63,075</td>
</tr>
</tbody>
</table>

| Financial Metrics | | | | | |
| Adjusted Admissions | 29,512 | 28,735 | 777 | 2.7% | 27,843 | 5.6% |
| OSUP Physician Encounters | 636,708 | 663,520 | (26,812) | -4.3% | 597,240 | 5.6% |
| Operating Revenue per AA | $22,773 | $23,319 | (546) | -2.3% | $22,772 | 0.0% |
| Total Expense per AA | $19,592 | $20,439 | 847 | 2.2% | $19,719 | -0.8% |

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.
OSU Wexner Medical Center
Combined Statement of Operations
For the YTD ended: September 30, 2016
(in thousands)

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL</th>
<th>BUDGET</th>
<th>ACT-BUD VARIANCE</th>
<th>BUDGET % VARI</th>
<th>PRIOR YEAR</th>
<th>FY % Var</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health System</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenues</td>
<td>$ 672,074</td>
<td>$ 670,077</td>
<td>$ 2,067</td>
<td>0.3%</td>
<td>$ 638,321</td>
<td>5.0%</td>
</tr>
<tr>
<td>Expenses</td>
<td>$ 628,060</td>
<td>$ 623,870</td>
<td>$ (4,190)</td>
<td>0.4%</td>
<td>$ 563,310</td>
<td>-7.4%</td>
</tr>
<tr>
<td>Net</td>
<td>45,014</td>
<td>46,198</td>
<td>(1,184)</td>
<td>-2.6%</td>
<td>75,011</td>
<td>-14.1%</td>
</tr>
<tr>
<td>OSUF</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenues</td>
<td>$ 105,519</td>
<td>$ 105,090</td>
<td>$ (429)</td>
<td>0.4%</td>
<td>$ 86,980</td>
<td>7.0%</td>
</tr>
<tr>
<td>Expenses</td>
<td>101,348</td>
<td>102,029</td>
<td>(683)</td>
<td>0.7%</td>
<td>81,469</td>
<td>-10.9%</td>
</tr>
<tr>
<td>Net</td>
<td>4,172</td>
<td>3,851</td>
<td>321</td>
<td>3.2%</td>
<td>5,511</td>
<td>-35.7%</td>
</tr>
<tr>
<td>COMCHS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenues</td>
<td>$ 30,854</td>
<td>$ 40,529</td>
<td>$ (9,675)</td>
<td>-4.6%</td>
<td>$ 51,295</td>
<td>-1.3%</td>
</tr>
<tr>
<td>Expenses</td>
<td>40,637</td>
<td>41,041</td>
<td>(325)</td>
<td>0.3%</td>
<td>48,084</td>
<td>-1.2%</td>
</tr>
<tr>
<td>Net</td>
<td>2,787</td>
<td>3,488</td>
<td>(701)</td>
<td>-16.5%</td>
<td>7,201</td>
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</tr>
<tr>
<td>Total Medical Center</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenues</td>
<td>$ 828,448</td>
<td>$ 824,667</td>
<td>$ 3,781</td>
<td>0.5%</td>
<td>$ 795,412</td>
<td>4.9%</td>
</tr>
<tr>
<td>Expenses</td>
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<td>777,792</td>
<td>$725</td>
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<td>722,900</td>
<td>-7.4%</td>
</tr>
<tr>
<td>Net</td>
<td>49,825</td>
<td>46,875</td>
<td>3,950</td>
<td>8.5%</td>
<td>721,512</td>
<td>-17.7%</td>
</tr>
</tbody>
</table>

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.

OSU Wexner Medical Center
Combined Balance Sheet
As of: September 30, 2016
(in thousands)

<table>
<thead>
<tr>
<th></th>
<th>September 2016</th>
<th>June 2016</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$ 688,834</td>
<td>$ 688,218</td>
<td>$ 6,616</td>
</tr>
<tr>
<td>Net Patient Receivables</td>
<td>378,329</td>
<td>362,813</td>
<td>15,517</td>
</tr>
<tr>
<td>Other Current Assets</td>
<td>348,127</td>
<td>300,305</td>
<td>39,822</td>
</tr>
<tr>
<td>Assets Limited as to Use</td>
<td>255,616</td>
<td>255,498</td>
<td>118</td>
</tr>
<tr>
<td>Property, Plant &amp; Equipment - Net</td>
<td>1,516,678</td>
<td>1,497,572</td>
<td>13,106</td>
</tr>
<tr>
<td>Other Assets</td>
<td>412,927</td>
<td>417,545</td>
<td>(4,618)</td>
</tr>
<tr>
<td>Total Assets</td>
<td>$ 3,586,511</td>
<td>$ 3,513,952</td>
<td>$ 72,560</td>
</tr>
<tr>
<td>Current Liabilities</td>
<td>$ 362,527</td>
<td>$ 305,967</td>
<td>(5,560)</td>
</tr>
<tr>
<td>Other Liabilities</td>
<td>99,577</td>
<td>99,335</td>
<td>242</td>
</tr>
<tr>
<td>Long-Term Debt</td>
<td>890,454</td>
<td>911,469</td>
<td>(21,015)</td>
</tr>
<tr>
<td>Net Assets - Unrestricted</td>
<td>1,767,254</td>
<td>1,787,835</td>
<td>(20,581)</td>
</tr>
<tr>
<td>Net Assets - Restricted</td>
<td>526,899</td>
<td>480,306</td>
<td>46,593</td>
</tr>
<tr>
<td>Liabilities and Net Assets</td>
<td>$ 3,586,511</td>
<td>$ 3,513,952</td>
<td>$ 72,560</td>
</tr>
</tbody>
</table>
# OSU Wexner Medical Center
## Combined Balance Sheet
### As of: September 30, 2016
(in thousands)

<table>
<thead>
<tr>
<th></th>
<th>Health System</th>
<th>OSUP</th>
<th>COM</th>
<th>Medical Center Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash</strong></td>
<td>340,514</td>
<td>84,984</td>
<td>93,035</td>
<td>396,894</td>
</tr>
<tr>
<td></td>
<td>328,176</td>
<td>82,777</td>
<td>93,159</td>
<td>398,109</td>
</tr>
<tr>
<td><strong>Net Patient Receivables</strong></td>
<td>546,523</td>
<td>37,898</td>
<td>-</td>
<td>584,420</td>
</tr>
<tr>
<td></td>
<td>324,486</td>
<td>38,283</td>
<td>-</td>
<td>362,769</td>
</tr>
<tr>
<td><strong>Other Current Assets</strong></td>
<td>60,402</td>
<td>43,544</td>
<td>240,181</td>
<td>344,127</td>
</tr>
<tr>
<td></td>
<td>30,390</td>
<td>22,520</td>
<td>207,890</td>
<td>260,800</td>
</tr>
<tr>
<td><strong>Assets Lintified as to Use</strong></td>
<td>355,876</td>
<td>-</td>
<td>355,876</td>
<td>355,876</td>
</tr>
<tr>
<td></td>
<td>206,436</td>
<td>-</td>
<td>206,436</td>
<td>206,436</td>
</tr>
<tr>
<td><strong>Property, Plant &amp; Equipment - Net</strong></td>
<td>1,222,589</td>
<td>22,582</td>
<td>93,767</td>
<td>1,339,038</td>
</tr>
<tr>
<td></td>
<td>1,170,730</td>
<td>24,507</td>
<td>100,837</td>
<td>1,395,567</td>
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<tr>
<td><strong>Other Assets</strong></td>
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<td>4,803</td>
<td>395,638</td>
<td>410,909</td>
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<tr>
<td></td>
<td>30,390</td>
<td>4,879</td>
<td>376,364</td>
<td>411,603</td>
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<tr>
<td><strong>Total Assets</strong></td>
<td>$2,014,052</td>
<td>$184,987</td>
<td>$787,062</td>
<td>$3,086,011</td>
</tr>
<tr>
<td></td>
<td>$2,094,320</td>
<td>$115,520</td>
<td>$742,312</td>
<td>$3,952,132</td>
</tr>
<tr>
<td><strong>Current Liabilities</strong></td>
<td>223,184</td>
<td>41,331</td>
<td>6,523</td>
<td>366,038</td>
</tr>
<tr>
<td></td>
<td>206,801</td>
<td>58,156</td>
<td>6,958</td>
<td>269,915</td>
</tr>
<tr>
<td><strong>Other Liabilities</strong></td>
<td>59,571</td>
<td>-</td>
<td>59,571</td>
<td>59,571</td>
</tr>
<tr>
<td></td>
<td>59,571</td>
<td>-</td>
<td>59,571</td>
<td>59,571</td>
</tr>
<tr>
<td><strong>Long-Term Debt</strong></td>
<td>791,967</td>
<td>14,779</td>
<td>93,767</td>
<td>900,413</td>
</tr>
<tr>
<td></td>
<td>703,763</td>
<td>15,140</td>
<td>92,140</td>
<td>811,043</td>
</tr>
<tr>
<td><strong>Net Assets - Unrestricted</strong></td>
<td>1,472,014</td>
<td>127,217</td>
<td>146,123</td>
<td>1,745,354</td>
</tr>
<tr>
<td></td>
<td>1,424,282</td>
<td>122,644</td>
<td>146,909</td>
<td>1,793,835</td>
</tr>
<tr>
<td><strong>Net Assets - Restricted</strong></td>
<td>334,089</td>
<td>-</td>
<td>334,089</td>
<td>334,089</td>
</tr>
<tr>
<td></td>
<td>408,134</td>
<td>656</td>
<td>408,134</td>
<td>408,134</td>
</tr>
<tr>
<td><strong>Liabilities and net Assets</strong></td>
<td>$2,014,052</td>
<td>$184,987</td>
<td>$787,062</td>
<td>$3,086,011</td>
</tr>
<tr>
<td></td>
<td>$2,094,320</td>
<td>$115,520</td>
<td>$742,312</td>
<td>$3,952,132</td>
</tr>
</tbody>
</table>
LEADERSHIP COUNCIL
FOR CLINICAL QUALITY, SAFETY AND SERVICE

The Ohio State University Wexner Medical Center

Clinical Quality Management, Patient Safety, & Service Plan

FY17
July 1, 2016 - June 30, 2017
Clinical Quality Management, Patient Safety, & Service Plan

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III. QUALITY & SAFETY SCORECARD
IV. PHYSICIAN PERFORMANCE-BASED PROFILE
Clinical Quality Management, Patient Safety, & Service Plan

Mission, Vision and Values

Our Mission:
To improve people’s lives through innovation in research, education and patient care.

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

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

Definition

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

Program Scope

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

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

Objectives

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

Structure for Quality Oversight

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

Medical Center Board

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

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

Quality Professional Affairs Committee

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

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

(1) Reviewing and evaluating the patient safety and quality improvement programs of the university Wexner medical center;

(2) Overseeing all patient care activity in all facilities that are a part of the university Wexner medical center, including, but not limited to, the hospitals, clinics, ambulatory care facilities, and physicians’ office facilities;

(3) Monitoring quality assurance performance in accordance with the standards set by the university Wexner medical center;

(4) Monitoring the achievement of accreditation and licensure requirements;

(5) Reviewing and recommending to the university Wexner medical center board changes to the medical staff bylaws and medical staff rules and regulations;

(6) Reviewing and approving clinical privilege forms;

(7) Reviewing and approving membership and granting appropriate clinical privileges for the credentialing of practitioners recommended for membership and clinical privileges by the university hospitals medical staff administrative committee and the James medical staff administrative committee;

(8) Reviewing and approving membership and granting appropriate clinical privileges for the expedited credentialing of such practitioners that are eligible by satisfying minimum approved criteria as determined by the university Wexner medical center board and are recommended for membership and clinical privileges by the university hospitals medical staff administrative committee and the James medical staff administrative committee;

(9) Reviewing and approving reinstatement of clinical privileges for a practitioner after a leave of absence from clinical practice;

(10) Conducting peer review activities and recommending professional review actions to the university Wexner medical center board;

(11) Reviewing and resolving any petitions by the medical staffs for amendments to any rule, regulation or policy presented by the chief of staff on behalf of the medical staff pursuant to the medical staff bylaws and communicating such resolutions to the university hospitals medical staff administrative committee and the James medical staff administrative committee for further dissemination to the medical staffs; and

(12) Such other responsibilities as assigned by the chair of the university Wexner medical center board.
Medical Staff Administrative Committees (MSACs)
Composition: Refer to Medical Staff Bylaws and Rules and Regulations
Function: Refer to Medical Staff Bylaws and Rules and Regulations

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

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

Leadership Council for Clinical Quality, Safety and Service (LCCQSS):
Composition: Refer to Medical Staff Bylaws and Rules and Regulations
Function: Refer to Medical Staff Bylaws and Rules and Regulations

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

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

Function:
1. Develop and update evidence-based guidelines and best practices to support the delivery of patient care that promotes high quality, safe, efficient, effective patient centered care.

2. Develop and implement Health System-specific resources and tools to support evidence-based guideline recommendations and best practices to improve patient care processes, reduce variation in practice, and support health care education.

3. Develop processes to measure and evaluate use of guidelines and outcomes of care.

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

1. Creates a culture of safety which promotes organizational learning and minimizes individual blame or retribution for reporting or involvement in a medical/healthcare error.
3. Proactively identifies risks to patient safety and initiates actions to reduce risk with a focus on process and system improvement.
4. Oversees completion of proactive risk assessment as required by TJC.
5. Oversees education & risk reduction strategies as they relate to Sentinel Event Alerts from TJC.
6. Provides oversight for clinical quality management committees.
7. Evaluates and, when indicated, provides recommendations to improve clinical care and outcomes.
8. Ensures actions are taken to improve performance whenever an undesirable pattern or trend is identified.
9. Receives reports from committees that have a potential impact on the quality & safety in delivering patient care such as, but not limited to, Environment of Care Committee, Health Safety Committee, Clinical IHIS Steering Committee, Value Based Clinical Transformation Committee, and Infection Prevention Committee.

Patient Experience Council

Composition:
The Patient Experience Council consists of multidisciplinary representatives from across all settings. The Council is co-chaired by the Chief Nurse Executive for the Health System, Chief Nursing Officer of The James, Chief Quality and Patient Safety Officer. The committee reports to the Leadership Council and reports out to additional committees as applicable. One of the goals of the Patient Experience Council is to ensure the organization maintains a patient- and family-centered approach.

Function:

1. Create a culture and environment that delivers an exceptional patient experience consistent with the OSU Medical Center’s mission, vision and values focusing largely on service quality.
2. Measure and review voice of the customer information in the form of Patient and Family Experience Advisor Program and related councils, patient satisfaction data, comments, letters and related measures.
3. Monitor publicly reported and other metrics used by various payers to ensure optimal reimbursement.
4. Recommend system goals and expectations for a consistent patient experience.
5. Collaborate with other departments to reward and recognize faculty and staff for service excellence performance.
6. Provide guidance and oversight on patient experience improvement efforts ensuring effective deployment and accountability throughout the system.
7. Serve as a communications hub reporting out objectives and performance to the system.
8. Serve as a coordinating body for subcommittees working on specific aspects of the patient experience.

Clinical Resource Utilization Committee (CRU)

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

Function:

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

Key areas of focus:

Availability and appropriateness of clinical resources and services

- OP/IP beds appropriateness
- Availability of necessary services
- Timeliness of necessary services
- Appropriate use of necessary services

• Medical necessity and appropriateness of level of care and related denial management.

Clinical Care & Payment Transformation (CPPT) Governance Committee

Composition:
The CPPT Governance Committee consists of multidisciplinary representatives from Administration, Medical Staff, Nursing, Information Technology, Financial Services, Government Affairs and the OSU Health Plan. The Committee is co-chaired by the Chief Quality Officer and the CEO of University Hospital. The committee reports to LCCOSS and shares pertinent information with other committees as needed. The Committee’s charter is to “Transform our care delivery model, across the continuum. We will accomplish this through the alignment of people, processes and technology in order to create measurable value for the organization and the people we serve.”
Function:

1. Provides strategic vision and oversight of all clinical transformation activities, which include alternative payment model programs such as bundled payments, population health management and care redesign.
2. Prioritizes episodes of care for transformation based on their overlap with payer initiatives, quality improvement efforts, financial performance, consumer preferences and leadership engagement.
3. Oversees care redesign efforts to ensure alignment across business units and holds leaders accountable for improved quality and financial outcomes.
4. Ensures awareness of and preparation for payer-mandated alternative payment programs.

Practitioner Evaluation Committee (PEC)

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

Function:

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

Health System Information Systems Steering Team (HSISST)

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

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

Sentinel Event Team

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

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

Composition:
The SEDG membership includes the CMO or designee, Director of Risk Management, and Quality Director of respective business unit for where the event occurred (or their designee).

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

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

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

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

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

ROLES AND RESPONSIBILITIES:
Clinical quality management, patient safety & service excellence are the responsibilities of all staff members, volunteers, visitors, patients and their families.
Chief Executive Officer (CEO)
The CEO for the Medical Center is responsible for providing leadership and oversight for the overall Clinical Quality Management and Patient Safety Plan across the OSUWMC.

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

Chief Quality and Patient Safety Officer (CQPSO)
The CQPSO reports to the Medical Center CEO and provides oversight and leadership for the OSUWMC in the conceptualization, development, implementation and measurement of OSUWMC approach to quality, patient safety and adverse event reduction.

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

Chief Medical Officer (CMO)
The CMO for the Medical Center is responsible for facilitating the implementation of the overall Clinical Quality Management, Patient Safety & Service Plan at OSUWMC. The CMO is responsible for facilitating the implementation of the recommendations approved by the various committees under the Leadership Council for Clinical Quality, Safety & Service.

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

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

Health System Chief Executive Officer (CEO)
The OSUWMC CEO is responsible to the Board for implementation of the Clinical Quality Management Patient Safety & Service Plan.

Business Unit Associate Executive Directors
The OSU Health System staff, under the direction of the Health System CEO and Hospital Administration, implements the program throughout the organization. Hospital Administration provides authority and supports corrective actions within its realm for clinical quality management and patient safety activities.

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

**Medical Staff**

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

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

**House Staff Quality Forum (HQF)**

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

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

**Nursing Quality**

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

**Hospital Department Directors**

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

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

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

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

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

The OSU Health System approach to clinical quality management, patient safety, and service is leadership-driven and involves significant staff and physician participation. Clinical quality management, patient safety and service activities within the Health System are multi-disciplinary and based on the Health System’s mission, vision, values, and strategic plan. It embodies a culture of continuously measuring, assessing, and initiating changes including education in order to improve outcomes. The Health System employs the following principles of continuous quality improvement in its approach to quality management and patient safety:

**Principles**
The principles of providing high quality, safe care support the Institute of Medicines Six Aims of Care:
- Safe
- Timely
- Effective
- Efficient
- Equitable
- Patient-centered

These principles are:

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

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

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

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

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

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

**Continuous:** Measurement and improvement are ongoing.

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

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

**Model**

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

*The Process Improvement Toolkit

<table>
<thead>
<tr>
<th>Methodology</th>
</tr>
</thead>
<tbody>
<tr>
<td>PDCA</td>
</tr>
<tr>
<td>Rapid Cycle Improvement</td>
</tr>
<tr>
<td>DMAIC</td>
</tr>
<tr>
<td>Lean Principles</td>
</tr>
</tbody>
</table>

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

The DMAIC Roadmap
Consistent Level of Care

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

- Policies and procedures and services provided are not payer driven.
- Application of a single standard for physician credentialing.
- Health system monitoring tools to measure like processes in areas of the Health System.
- Standardize and unify health system policies and procedures that promote high quality, safe care.

Performance Transparency

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

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

Confidentiality

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

Any person, who is professionally involved in the care of a patient being reviewed, should not participate in peer review deliberations and voting. A person is professionally involved if they are responsible for patient care decision making either as a primary or consulting professional and/or have a financial interest (as determined by legal counsel) in the case under review. Persons who are professionally involved in the care under review are to refrain from participation except as requested by the appropriate administrative or medical leader. During peer review evaluations, deliberations, or voting, the chairperson will take steps to avoid the presence of any person, including committee members, professionally involved in the care under review. The chairperson of a committee should resolve all questions concerning whether a person is professionally involved. In cases where a committee member is professionally involved, the respective chairperson may appoint a replacement member to the committee. Participants and committee members are encouraged to recognize and disclose, as appropriate, a personal interest or relationship they may have concerning any action under peer review.

**Determining Priorities**

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

Methods for Monitoring

- Patient Safety Reporting System
- Accreditation & Regulatory Requirements
- FMEA
- Patient Complaints
- Benchmark Projects
- Public Reporting Requirements
- Vital Signs of Performance
- Quality Monitoring
- Audits
- PEC Referrals
- Mortality Reviews
- Sentinel Events and Near Misses
- Managed Care Requirements
- Harm Score

Determination of data needs
Health system data needs are determined according to improvement priorities and surveillance needs. The Health System collects data for monitoring important processes and outcomes related to patient care and the Health System’s functions. In addition, each department is responsible to identify quality indicators specific to their area of service. The quality management committee of each area is responsible for monitoring and assessment of the data collected.

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

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

- Administrative and clinical databases
- Retrospective and concurrent medical record review
- Reporting systems (e.g., patient satisfaction)
- Surveys (i.e., patients, families, and staff)

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

**Surveillance system**

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

**Quality & Safety Scorecard**

The Quality and Safety Scorecard is a set of health system-wide indicators related to those events considered potentially preventable. The Quality & Safety Scorecard covers the areas such as never events, sentinel events, hospital-acquired infections, falls, patient safety indicators, mortality, length of stay, readmissions, and several other categories. The information is shared in various Quality forums with staff, clinicians, administration, and the Boards. The indicators to be included in the scorecard are reviewed each year to represent the priorities of the quality and patient safety program [Attachment III].

**Vital Signs of Performance**

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

**Patient Satisfaction Dashboard**

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

**Quality, Patient Safety, and Service Educational Information**

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

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

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

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

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

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

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

Profiling Process:
- Data gathering from multiple sources
- Report generation and indicator analysis
- Department chairs have online access to physician profiles for their ongoing review
  - Individual physician access to their profiles will be rolled out in FY 2017
- Discussion at Credentialing Committee
- Final Recommendation & Approval:
  - Medical Staff Administrative Committees
  - Medical Director
  - Hospital Board

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

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

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

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

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

1. Tied to strategic initiatives and is consistent with hospital’s mission, vision, and values
2. Reflects areas for improvement in patient safety, appropriateness, quality, and/or medical necessity of patient care (e.g., High risk, serious events, problem-prone)
3. Has considerable impact on our community’s health status (e.g., morbidity/mortality rate)
4. Addresses patient experience issues (e.g., access, communication, discharge)
5. Reflects divergence from benchmarks
6. Addresses variation in practice
7. Is a requirement of an external organization
8. Represents significant cost/economic implications (e.g., High volume)
**Attachment II: LCCQSS FY17 Priorities**

<table>
<thead>
<tr>
<th>Performance Indicator Matrix</th>
<th>Baseline Year (&quot;Threshold&quot;)</th>
<th>FY16 (&quot;Target&quot;)</th>
<th>Current Performance</th>
<th>Description (Health System)</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAUTI (per 1,000 catheter days) Standardized infection rate</td>
<td>1.546</td>
<td>0.944</td>
<td>0.86</td>
<td>All patients admitted to the hospital who develop a UTI with a Foley catheter</td>
</tr>
<tr>
<td>CAUTI (per 1,000 line days)</td>
<td>0.877</td>
<td>0.28</td>
<td>0.29</td>
<td>All patients admitted to the hospital who develop a SS from a central line</td>
</tr>
<tr>
<td>DEL (per 1,000 patient days)</td>
<td>0.824</td>
<td>0.70</td>
<td>0.66</td>
<td>All patients admitted to the hospital who develop C Diff</td>
</tr>
<tr>
<td>GI Colon Surgery (per 100 procedures)</td>
<td>0.223</td>
<td>0.731</td>
<td>0.62</td>
<td>Deep infections after any sort of colon surgery</td>
</tr>
<tr>
<td>Hand hygiene</td>
<td>92%</td>
<td>92%</td>
<td>92%</td>
<td>Data from C/S observation program of clean in, clean out/Handwash</td>
</tr>
<tr>
<td>Prevention index</td>
<td>0.86</td>
<td>0.86</td>
<td>0.86</td>
<td>Data from C/S observation program of clean in, clean out/Handwash</td>
</tr>
<tr>
<td>Patient Transfers index</td>
<td>0.86</td>
<td>0.87</td>
<td>0.84</td>
<td>Data from C/S observation program of clean in, clean out/Handwash</td>
</tr>
</tbody>
</table>
| PS-90 | 0.64 | 0.82 | 0.62 | Composite measure: 50 of 90 Pressure Ulcer Risk, 50 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistence Rate, 90 of 90 Wound Persistenc...
### Attachment III: Quality and Safety Scorecard

#### Performance Incentive Metrics

<table>
<thead>
<tr>
<th>Category</th>
<th>Metric 1</th>
<th>Metric 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>CLINICAL TRANSFORMATION</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Care and Payment Transformation</td>
<td>Number of Episodes</td>
<td>Percent Savings</td>
</tr>
<tr>
<td></td>
<td>Medicare Spending Per Beneficiary</td>
<td>Composite Quality &amp; Cost Score</td>
</tr>
<tr>
<td>HOSPITAL ACQUIRED INFECTIONS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CAUTI</td>
<td># of Infections</td>
<td>Rate per 1000 Foley Days</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Standardized Infection Ratio (UH)</td>
</tr>
<tr>
<td>CLABSI</td>
<td># of Infections</td>
<td>Rate per 1000 Line Days</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Standardized Infection Ratio (UH)</td>
</tr>
<tr>
<td>cDiff</td>
<td># of Infections</td>
<td>Rate per 10000 Patient Days</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Standardized Infection Ratio (UH)</td>
</tr>
<tr>
<td>MRSA</td>
<td># of Infections</td>
<td>Rate per 10000 Patient Days</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Standardized Infection Ratio (UH)</td>
</tr>
<tr>
<td>Surgical Site infections</td>
<td># of Infections - Colon (UH)</td>
<td>Rate per 100 Procedures - Colon (UH)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Standardized Infection Ratio - Colon (UH)</td>
</tr>
<tr>
<td></td>
<td># of Infections - Abdominal Hysterectomy (UH)</td>
<td>Rate per 100 Procedures - Abdominal Hysterectomy (UH)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Standardized Infection Ratio - Abdominal Hysterectomy (UH)</td>
</tr>
<tr>
<td>Possible &amp; Probable Ventilator Associated Pneumonias</td>
<td># of Infections</td>
<td>Rate per 1000 Patient Days</td>
</tr>
<tr>
<td>Hand Hygiene</td>
<td></td>
<td>Compliance Most Recent Month</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Compliance Year to Date</td>
</tr>
<tr>
<td>OUTCOMES/PATIENT SAFETY</td>
<td></td>
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<td>--------------------------</td>
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</table>

**Mortality Index**
- AMI Inpatient Mortality
- CABG Inpatient Mortality
- COPD Inpatient Mortality
- Heart Failure Inpatient Mortality
- Pneumonia Inpatient Mortality
- Stroke Inpatient Mortality

**Joint Replacement Safety**
- Complication Rate Following Elective Total Hip or Total Knee Arthroplasty

**Patient Safety Indicators**
- PSI 90 Composite from UHC

**Smoking Cessation**
- Clinic Patients enrolled in cessation

<table>
<thead>
<tr>
<th>EFFECTIVENESS OF CARE</th>
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</table>

**Influenza Immunization**
- Influenza Immunization
- Healthcare Personnel Influenza Vaccination

**Perinatal Care**
- Elective Delivery Prior to 39 weeks

**Stroke Care**
- Venous Thromboembolism Prophylaxis
- Thrombolytic Therapy
- Discharged on Statin Medication
- Stroke Education

**Venous Thromboembolism Care**
- Venous Thromboembolism Prophylaxis
- Intensive Care Unit Venous Thromboembolism Prophylaxis
- Venous Thromboembolism Patients with Anticoagulation Overlap Therapy
- Venous Thromboembolism Warfarin Therapy Discharge Instructions
- Hospital Acquired Potentially Preventable Venous Thromboembolism

**Patient Falls**
- Total Falls per 1000 patient days - Health System
- Injury Falls per 1000 patient days - Health System
- Total Falls per 1000 patient days - James
- Injury Falls per 1000 patient days - James
<table>
<thead>
<tr>
<th>PATIENT EXPERIENCE</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>HCAHPS</td>
<td>HCAHPS Overall Rating</td>
</tr>
<tr>
<td></td>
<td>HCAHPS Doctor Communication</td>
</tr>
<tr>
<td></td>
<td>HCAHPS Nurse Communication</td>
</tr>
<tr>
<td>CGCAHPS</td>
<td>CGCAHPS Overall Rating</td>
</tr>
<tr>
<td></td>
<td>CGCAHPS Test Results</td>
</tr>
<tr>
<td></td>
<td>CGCAHPS Care Coordination</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EFFICIENCY</th>
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</thead>
<tbody>
<tr>
<td>30 Day Readmissions</td>
<td>Overall 30 Day All Cause Readmission Rate</td>
</tr>
<tr>
<td>Length of Stay Index</td>
<td>Harding</td>
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</table>

<table>
<thead>
<tr>
<th>CMS QUALITY BASED PAYMENT PROGRAMS</th>
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</tr>
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<tbody>
<tr>
<td>Value Based Purchasing</td>
<td>Total Performance Score</td>
</tr>
<tr>
<td></td>
<td>Reimbursement Impact</td>
</tr>
<tr>
<td>Readmission Reduction Program</td>
<td>Conditions with Excess Readmissions (6 possible)</td>
</tr>
<tr>
<td></td>
<td>Reimbursement Impact</td>
</tr>
<tr>
<td>Hospital Acquired Conditions</td>
<td>Total HAC Score (Lower is Better)</td>
</tr>
<tr>
<td></td>
<td>Reimbursement Impact</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TIMELINESS OF CARE</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Emergency Department</td>
<td>Left Without Being Seen</td>
</tr>
<tr>
<td>Median Time from ED Arrival to Departure for Admitted Patients</td>
<td></td>
</tr>
<tr>
<td>Admit Decision Time to ED Departure for Admitted Patients</td>
<td></td>
</tr>
<tr>
<td>Median Time from ED Arrival to Departure for Discharged Patients</td>
<td></td>
</tr>
<tr>
<td>Door to Diagnostic Evaluation by a Qualified Medical Professional</td>
<td></td>
</tr>
<tr>
<td>Median Time to Pain Management for Long Bone Fracture</td>
<td></td>
</tr>
</tbody>
</table>
### A.那么和患者

<table>
<thead>
<tr>
<th>项目</th>
<th>目标值</th>
<th>实际值</th>
<th>差值</th>
<th>目标值实现率</th>
<th>备注</th>
</tr>
</thead>
<tbody>
<tr>
<td>项目1</td>
<td>100</td>
<td>90</td>
<td>10</td>
<td>90%</td>
<td>偏低</td>
</tr>
<tr>
<td>项目2</td>
<td>50</td>
<td>45</td>
<td>5</td>
<td>90%</td>
<td>偏低</td>
</tr>
</tbody>
</table>

### B.患者相关

- **项目名称**
- **负责部门**
- **目标值**
- **实际值**
- **差值**
- **目标值实现率**
- **备注**

### C.医学和临床知识

- **项目名称**
- **负责部门**
- **目标值**
- **实际值**
- **差值**
- **目标值实现率**
- **备注**

### D.质量改进和沟通

- **项目名称**
- **负责部门**
- **目标值**
- **实际值**
- **差值**
- **目标值实现率**
- **备注**
November 2, 2016 meeting, Wexner Medical Center Board
Found in Translation: The OSU Center for Clinical and Translational Science

Rebecca D Jackson MD
November 2, 2016

Re-Engineering the Research Enterprise (Go - Clinical Research)

Re-Engineering the Research Enterprise (Go - Clinical Research)

• Over 1/3 of NIH dollars were devoted to clinical research (2005)!

• This number is continuing to increase!

2015 (estimated) over 50%

<table>
<thead>
<tr>
<th>NIH (Clinical Research)</th>
<th>15-17 billion</th>
</tr>
</thead>
<tbody>
<tr>
<td>NIH (Total Research)</td>
<td>28-30 billion</td>
</tr>
</tbody>
</table>

NIH Clinical Translational Science Awards (CTSA)

Goal:
Enhance institutional infrastructure for clinical and translational research

• Clinical research cores
• Awards (T32, K23, K12) awards
• Biostatistics cores, etc
NIH Clinical Translational Science Awards (CTSA)

$4-6M annually
62 institutions
31 states

Improving Clinical Care

• Comparative effectiveness
• Cost of Care
• Patient Satisfaction
• Readmissions
• Care pathways
• Patient selection for surgery
• Reengineering health systems
“a mission to translate new knowledge as a sacred social compact”
What is the OSU Center for Clinical and Translational Science (CCTS)?

- Founded in 2006
- Multi-college effort centered out of the College of Medicine
- Partnership with Nationwide Children’s Hospital and Battelle
- Funded by a multi-year Clinical and Translational Science (CTSA) Award from the National Institutes of Health since 2008
- One of 64 funded institutes in the nation

Goal:
To speed the translation of scientific discoveries into clinical therapies to improve human health

Challenges Facing Clinical and Translational Research

Unique skills required for career success
Long time frame for adoption of new discoveries to improved health
Most discoveries fail to translate
Translational Science = Team Science

Basic Scientists
Clinician-Investigators
Public and Private Partners

Clinicians and Health Systems

Patients, Public Health Agencies and Society

Informatics
Integrated Scientific Cores
Education Programs and Tools
Engaged Patients and Stakeholders

Train and Cultivate Translational Science Workforce
Enhance Scientific Innovation
Innovating Research Processes (Quality and Efficiency)

Sustainable and innovative translational research

Ultimate Objective
Translational Research Engine
CCTS Foundational Efforts

The OSU CCTS Call to Action
CCTS Impact since 2008

$68 Million NIH Funding to support CCTS

Leadership in National Consortiums

1,294 Publications

24,687 Clinical Research Visits

$28.8 Million in Other Grants supported

10+ Research Program Grants

Developing the Translational Science Workforce

Strategies

• Protected career development from student to early stage faculty

• Workshops and online training resources

• Incentivize research as a viable career path

Outcomes

>85% of trainees and scholars remain in research workforce

>100 high impact publications

19 invention disclosures and 2 start up companies

$9.3M in grants Awarded to early career faculty
Advancing Innovation and Translation

Strategies
- “Business of Science”
- Project management
- Innovative Longitudinal Pilot Funding Program
- Integrated scientific research cores

Outcomes
>90% of scholars adopted team science leadership skills
86% of projects met milestones
90% of projects have translated along continuum in less than 3 years

Collaboration and Engagement

Strategies
- Community Engagement Boards
- Pilot funding initiatives to develop community-academic partnerships
- Begin to integrate delivery of care with research

Outcomes
74 community partners
593 requests for Information Warehouse to support research
120K visitors to OSUWMC web link to “Participate in Research” since Dec 2014
CCTS Impact on Health
Case Examples

Example 1: Healing of Chronic Wounds
(S Roy and Team)

Problem
• Chronic wounds affect 6.5 million patients
• Leading cause of non-traumatic amputation
• Biofilms interfere with penetration of antibiotics to wound

Solution
• Developed a portable adhesive patch that drives a continuous, small electrical current to disrupt biofilm
• Collaboration between Mechanical & Aerospace Engineering, and Medicine

Outcomes
• Better and more rapid healing
• First application in humans in October 2016
• Translation to humans in < 3 yrs
November 2, 2016 meeting, Wexner Medical Center Board

Example 2: A Story of “Sodabriety”
(L Smith and Team)

**Problem**
- Adolescent obesity and diabetes pressing public health issues
- At least 25% higher in Appalachia
- 18-25% total daily calories due to sugar sweetened beverages

**Solution**
- Collaboration with OSU scientists to decrease intake of sugar sweetened beverages
- High School students and their parents defined problem and designed interventions

**Outcomes**
- Sugar sweetened beverage intake decreased by > 1/d
  - Water intake increased 19%
  - Weight loss ~2-3 pounds/60 d
- Teachers and family members also improved intake
- Tennessee Clean Water Network
  - Implementing intervention in all schools in region over next 4 years

OSU CCTS Impact on National CTSA Consortium (NCATS)

- Founding member of:
  - Ohio Clinical Trials Collaborative
  - Strategic Pharma-Academic Research Collaborative
  - Appalachian Translational Research Network
- Member of CCTS Steering Committee, Lead of Workforce Development Taskforce
- Co-investigators on National CTSA Recruitment Innovation Center
- Awarded 2 Administrative supplements (2016)
The OSU Center for Clinical and Translational Science

“Coming together is a beginning.
Keeping together is progress.
Working together is success.”

Henry Ford
November 4, 2016

President Michael V. Drake
The Ohio State University
205 Bricker Hall
190 North Oval Mall
Columbus, OH 43210

Dear Michael:

As you know, each year the Board of Trustees conducts an annual review of the University President’s performance over the previous year, which is consistent with best practice across higher education. The Board understands the importance of strong leadership in determining the success of the University and recognizes the unique challenges that come with leading a large and complex university like Ohio State. It is vital to the University’s success that we appropriately value the experience and loyalty of our University leadership, but that we also periodically confirm continued alignment between the Board and the President on strategic University priorities and ensure that the Board is providing the President with the support needed to thrive. I appreciate how you also recognize the importance of this process and our shared work together.

To that end, last year you and the Board worked collectively to identify the priority goals on which we would most intently focus our collective effort for the year. Your leadership and effort in these core areas was truly impressive, and I would like to call attention to just a few of your many accomplishments over the past year.

**Goal 1: Financial Stability/Develop a 5-year plan balancing revenue generation and expense reduction.**

The University set aggressive targets for revenue generation and expense reduction for the past year, yet we exceeded those targets by a comfortable margin. We had a record year in fundraising and surpassed our *But for Ohio State* campaign goal of $2.5 billion by over $500 million. In the Medical Center, we have exceeded our 5-year goal for days cash on hand reserves by the end of the first year, adding roughly $300 million to our balance sheet in the past two years, while at the same time improving patient outcomes and satisfaction. And your success in leveraging university resources to generate new revenue opportunities was clearly demonstrated by the University’s new agreement with Nike, which was then-largest deal of its kind in history.

**Goal 2: Academic Excellence/Strengthen the quality of academic and research programs.**

The University continues to make dramatic strides with respect to your focus on access, affordability, and academic excellence. This year, the University saw a record number of undergraduate applications, with an incoming class with all-time high average ACT scores, and we maintained our historically high persistence and graduate rates. The University
November 4, 2016 meeting, Board of Trustees

held tuition and room and board flat for the second year in a row, and at the same time expanded the affordability grant program, significantly increasing both the total number of grant recipients and total dollars awarded.

You launched major new programs, such as the Institute for Teaching and Learning, Buckeyes ACT, and the one-day/one-week counseling support effort, which will help transform the overall student experience for our students. And we hosted the first ever Buckeye Summit, focusing on food security, engaging the global University community to foster positive change.

Over the past year, the number of faculty who received citations of excellence from or were elected to national and international learned societies increased more than 40 percent. Ohio State was the primary research partner in Columbus’s Smart City win, leading to $140 million in grants and matching funds for the City, for which the University will continue to help further transportation research and innovation. Our Comprehensive Cancer Center grant received a perfect score of 10, the first university CCC to receive this score in the 45-year history of the National Cancer Institute. And for the first time in medical history, a paralyzed man moved his fingers and hand using his own thoughts - the result of a research partnership between the Wexner Medical Center’s Neurological Institute and Battelle.

**Goal 3: Talent and Culture/Establish a diverse university-wide culture that strengthens wellbeing as well as attracts, retains and develops fully performing faculty, staff and students.**

The incoming class of 2015 was the most diverse in our university's history. A record number are minority students and 22 percent are domestic first-generation students. We also saw an increase of nearly 400 international freshmen. Our incoming medical college class was the most qualified and most diverse in our history, with 26 percent of our incoming students from groups underrepresented in medicine. In FY16, Ohio State was ranked in the top five nationally by The Education Trust for improving the graduation rates of underrepresented minority students.

We hired a new vice provost for diversity and inclusion on July 2015. A complete inventory of existing diversity and inclusion work was created to develop a database that will enable us to track our collective investment in this area. Last year, the number of women among our regular faculty, and minority representation among regular faculty and staff increased. And overall, we hired over 300 faculty on the academic campus across all disciplines, within and in addition to our 53 Discovery Themes hires.

**Goal 4: Presidential Relationships/Build key government and community relationships that further integrate the university into the economic, cultural and public fabric of all levels of government with continued focus on national and international affairs.**

You have made relationship building and community engagement a top priority of your presidency and your efforts are to be commended. You met with over 50 officials at the local, state and federal levels and participated in more than 500 community events. You held leadership roles in important national higher education associations, such as the Association of American Universities (AAU), the Association of Public and Land-grant Universities (APLU), the NCAA, and others, positioning Ohio State to be at the forefront of American higher education in the 21st century.

Beyond your achievements with respect to these goals, my fellow trustees praised your leadership, integrity, intelligence and comfort in steering the University on a path to even greater success. They also noted your willingness to listen and collaborate with the
November 4, 2016 meeting, Board of Trustees

University’s many varied constituencies to more effectively harness the collective energy to help the University grow.

Pursuant to the terms of the contract in place from the time of your arrival at Ohio State, you are eligible for an annual increase of your base compensation. As part of the University’s Annual Merit Compensation Process, the University established a salary increase framework for faculty and staff that set forth a 2.0% aggregate increase requirement for all offices. Consistent with that process, you will receive a 2.0% adjustment to your base salary in the amount of $16,320. Effective September 1, 2016, your base salary will be $832,320.

Additionally, you are eligible for an annual performance award of up to 25% of your base compensation for achieving mutually agreed-upon performance measures. As articulated above, your achievement on these University goals over the past year has been outstanding. As such, you will receive a performance award of $204,000 which amounts to the full 25% of your base salary.

On behalf of the entire Board of Trustees, I would like to thank you for your continued service and dedication to our great University. Under your leadership, we remained poised to become one of the top land grant research institutions in the world. Best wishes to you and Brenda for the coming year.

Sincerely,

Alex Shumate
Chair, Board of Trustees

Jerry Jurgensen
Chair, Board of Trustees Talent and Compensation Committee
November 4, 2016 meeting, Board of Trustees

APPENDIX XVIII

President's Goals
Fiscal Year 2017
Final Draft

1. Strategic Planning/Advance the strategic plans for the university and the medical center

2. Access, Affordability and Excellence/Improve access, affordability, and inclusive excellence

3. Achieve efficiency and cost reduction targets/Generate new revenue and meet cost reduction and expense management goals

4. Teaching and Research Excellence/Strengthen the quality of our teaching and research programs

5. Medical Center & Health Sciences/Support for medical center leadership and priorities
APPENDIX XIX

Governance Committee
Charter

1) Charge

The governance committee shall consider and make recommendations to the board regarding matters pertaining to the organization of the board and involvement and role of trustees. Matters to be brought before the committee may include, but shall not be limited to: the board's structure and operation; matters related to the trustee and charter trustee selection process; trustee orientation; review of the chair of the board as well as board office leadership; expectations regarding trustee comportment including board assessment and board education; organization of the board office; and any other matter assigned to the committee by the board or the chair of the board including ratification and memorialization of the presidential search process.

2) Composition

The committee shall consist of at least five trustees, including one of the student trustees.

3) Administrative liaison

Secretary of the board of trustees

4) Subcommittees

None
November 4, 2016 meeting, Board of Trustees

APPENDIX XX

Appointments/Reappointment of Chairpersons

**MICHAEL B. CADWELL, Director, Knowlton School of Architecture, effective July 1, 2016 through June 30, 2020

DANIEL M. CLINCHOT, Chair, Department of Biomedical Education and Anatomy, effective July 1, 2016 through June 30, 2020

ANTHONY KALDELLIS, Interim Chair, Department of Classics, effective August 23, 2016 through December 31, 2017

**SHARI R. SPEER, Chair, Department of Linguistics, effective September 1, 2016 through May 31, 2020

DAVID A. WILKIE, Chair, Department of Veterinary Clinical Sciences, effective July 1, 2016 through June 30, 2018

**Reappointments

Faculty Professional Leaves

JEREMY T. BRUSKOTTER, Associate Professor, School of Environment and Natural Resources, effective Spring Semester 2017

GRAEME M. BOONE, Professor, School of Music, effective Autumn Semester 2017 and Spring Semester 2018

JAMES A. HILL, Associate Professor, Department of Management Science, effective Spring Semester 2017

SARAH SCHOPPE-SULLIVAN, Professor, Department of Human Sciences, effective Spring Semester 2017

ERIC L. TOMAN, Associate Professor, School of Environment and Natural Resources, effective Spring Semester 2017

Faculty Professional Leave - Cancellation

XIAODONG SUN, Associate Professor, Department of Mechanical and Aerospace Engineering, effective Autumn Semester 2016 and Spring Semester 2017

Faculty Professional Leave – Change of Leave

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

BRUCE A. KIMBALL, Professor, Department of Educational Studies, effective Autumn Semester 2018

SANDRA L. MACPHERSON, Associate Professor, Department of English, effective Autumn Semester 2016

Emeritus Titles

MARY E. BECKMAN, Department of Linguistics with the title Professor Emeritus, effective September 1, 2016
November 4, 2016 meeting, Board of Trustees

FRANK C. DE LUCIA, Department of Physics with the title Professor Emeritus, effective November 1, 2016

BARBARA S. DUNHAM, University Libraries with the title Associate Professor Emeritus, effective November 1, 2016

JOAN M. HERBERS, Department of Evolution, Ecology, and Organismal Biology with the title Professor Emeritus, effective January 1, 2017

SAMSON T. JACOB, Department of Cancer Biology and Genetics with the title Professor Emeritus, effective September 1, 2016

J. CRAIG JENKINS, Department of Sociology with the title Professor Emeritus, effective September 1, 2016

ROBERT J. STANTON, Department of Mathematics with the title Professor Emeritus, effective November 1, 2016

HANUMANTHA R. UNNAVA, Department of Marketing and Logistics with the title Professor Emeritus, effective September 1, 2016

JOSEPH B. WILLIAMS, Department of Evolution, Ecology, and Organismal Biology with the title Professor Emeritus, effective September 1, 2016
APPENDIX XXI

Degrees Conferred at

THE OHIO STATE UNIVERSITY
COMMENCEMENT CONVOCATION

December 20, 2016
COMMENCEMENT ADDRESS

Timothy Gerber

Timothy Gerber joined Ohio State’s faculty in 1984 and has taught at all levels of undergraduate and graduate music education courses. As a professor in the School of Music, Dr. Gerber has mentored hundreds of students, developing their skills as musicians and future music educators. His work has been published widely in professional journals, monographs, books and instructional music resources. He is co-author of Music: Its Role and Importance in Our Lives, published in its 8th edition in 2016 as one of the nation’s first all-digital music textbooks.

His current research focuses on music teacher education, musical development in adolescents and arts policy in secondary schools. For 19 years, he served as the principal author of educational materials for the Columbus Symphony Orchestra.

Dr. Gerber is a respected leader in the campus community, having served on numerous key university-wide committees. In 2009, he was elected as chair of the Ohio State Faculty Council. He is currently serving his second term as secretary of the University Senate, a position he has held since 2011.

Dr. Gerber earned his undergraduate degree in music from Oberlin College, and his graduate degree in education and doctorate in musical arts from Temple University. In 2007, he was awarded the Distinguished Music Education Alumnus Award at Oberlin College.

At Ohio State, he was selected by students to receive the School of Music’s Distinguished Teaching Award, and in 2013 he was named the Distinguished Scholar in the School of Music. Earlier in his Ohio State career, he was honored with a Visiting appointment as the Ray Atchiff Chair of Excellence at Austin Peay University.
Robert Harris Moses

DOCTOR OF SCIENCE

Born and raised in Harpeth, New York, Professor Robert Harris Moses is an icon of both the 1960s civil rights movement and the culturally responsive mathematics education movement taking place in schools across our nation today.

Professor Moses first garnered recognition in the early ’60s as a prominent leader with the Student Non-Violent Coordinating Committee’s voter education and registration efforts in Mississippi. By 1964, he had become co-director of the Council of Federated Organizations and served as the main organizer of its Mississippi Freedom Summer Project, which intended to dramatically increase voter registration of African Americans in the state.

In 1982, Professor Moses was named a MacArthur Fellow, which enabled him to further exercise his creative instincts for the benefit of society. He used his fellowship to continue revolutionizing the idea of equal opportunity, this time through the foundation of the Algebra Project, a national movement at the cutting edge of mathematics reform.

As the country’s premier mathematics literacy effort, the Algebra Project helps low-income students and students of color graduate on time and well prepared to tackle college mathematics courses. With significant support from the National Science Foundation since 1994, the project has reached nearly 40,000 students across the United States and has helped hundreds of educational communities develop effective and sustainable student-centered mathematics programs.

Gary E. Booth

DISTINGUISHED SERVICE AWARD

Gary E. Booth came to Ohio State in the 1960s as a graduate student, eager to make his mark. After earning his doctorate in organic chemistry, Dr. Booth built an impressive career as a research chemist with Procter & Gamble. When he retired three decades later as vice president for research and development, he had achieved his goal. His work had a profound impact on P&G, where he helped develop popular household brands, including Pantene, Crest and Folgers Coffee, and established markets in China, Germany and the UK.

Dr. Booth credits his professional success to the education he received at Ohio State. In 2006, he and his wife, Jane, established the Booth Scholarship Fund for Chemistry and Biochemistry to provide educational opportunities for future generations of chemists. They also serve as mentors for the Booth Scholars, developing close relationships with every student who receives their financial support, and offering him or her professional and personal advice.

Dr. Booth has even taken groups of students on tours of P&G to show them the joys of working in a lab.

In 2018, Dr. Booth agreed to chair the fundraising committee for the Chemical and Biomolecular Engineering and Chemistry (CBEC) building on Ohio State’s Columbus campus. The committee’s ultimate success was influenced by his personal enthusiasm.

Leading by example, Dr. Booth contributed to funding the facility and inspired his peers to donate as well. He also visited alumni in the United States as part of the CBEC campaign, and provided funding for international trips to engage chemistry alumni around the globe, leading to innovative collaborations, such as a dual doctorate program in drug discovery with Hong Kong Baptist University.

Originally from Kentucky, Dr. Booth earned his undergraduate degree from Eastern Kentucky University. He also mentors at-risk youth in Cincinnati, and partnered with fellow P&G executives to launch the Children’s Safe Drinking Water initiative in Malawi.
THE GRADUATE SCHOOL

Interim Dean: M. Scott Herness

DOCTOR OF MUSICAL ARTS

Hexue Shen, Columbus
Bachelor’s, Master’s (Guizhou University)
M.Music (West Chester University)
Music
Dr. Kia-Hui Tan

DOCTOR OF PHILOSOPHY

Behzad Abounia Omran,
Tehran, Iran
B.S. (University of Mazandaran)
M.S. (University of Tehran)
M.S. (Texas A&M University)
Food, Agricultural and Biological Engineering
Dr. Qian Chen

Ellen Adams, Columbus
B.S. (Lebanon Valley College)
M.S. Chemistry
Dr. Heather Allen

Chidozie Victor Agu, Onitsha, Nigeria
B.S., M.S. (University of Nigeria)
Animal Sciences
Dr. Thaddeus Ezeji

Jacob Jamal Al-Saleem, Columbus
B.S.
Molecular, Cellular, and Developmental Biology
Dr. Patrick Green

Lindsey Jo Anstine, Columbus
B.S. (Kent State University)
Molecular, Cellular, and Developmental Biology
Dr. Joy Lincoln

Julia Michelle Averill, Columbus
B.F.A. (Otterbein University)
M.A. (Brown University)
Education
Dr. David Bloome

Beth Eileen Avila, Columbus
B.A. (University of Saint Francis Indiana)
M.A. (Miami University Oxford)
English
Dr. Sara Crosby

Jeremy Todd Baeten, Columbus
B.S. (Missouri State University)
Integrated Biomedical Science Graduate Program
Dr. Brenda Lilly

Hang Bai, Columbus
B.Engr. (Tsinghua University)
M.S. (University of California, Berkeley)
M.A. (Duke University)
Business Administration
Dr. Lu Zhang
Dr. Rene Stulz

Anastasia Veronica Graham Bailey, Columbus
B.S., M.B.A. (Florida A&M University)
Business Administration
Dr. Mona Makhija

Nawa Raj Baral, Sankhuwasabha, Nepal
Bachelor’s, M.S. (Tribhuvan University)
Food, Agricultural and Biological Engineering
Dr. Ajay Shah

Cary Michael Barber, Columbus
B.A. (University of North Carolina at Chapel Hill)
M.A.
History
Dr. Nathan Rosenstein

Cindy Sofia Barrera Martinez, Wooster
Ingeniero (Universidad Pontificia Bolivariana)
Food, Agricultural and Biological Engineering
Dr. Katrina Cornish

Puja Batra-Wellis, Columbus
B.A.
M.A. (Bowling Green State University)
Comparative Studies
Dr. Amy Shuman

Ayan Biswas, Mankundu, India
B.S.Cptr.Sci.Eng. (Jadavpur University)
M.S.
Computer Science and Engineering
Dr. Han-Wei Shen

Swarnendu Biswas, Durgapur, India
B.Engr. (National Institutes of Technology, India)
M.S. (Indian Institute of Technology Kharagpur)
M.S.
Computer Science and Engineering
Dr. Michael Bond

Tyler E. Borchers, Columbus
B.S.Weld.Eng., M.S.
Welding Engineering
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Linguistics
Dr. Brian Joseph

Cynthia Hsin-Tzu Canan, Hilliard
B.S.
Integrated Biomedical Science Graduate Program
Dr. Joanne Turner
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<td>Dr. Joseph Eugene McEwen, Columbus</td>
<td>Dr. Emily McWilliams, Columbus</td>
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<td>B.S. (San Francisco State University)</td>
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<td>M.S. (California State University, Long Beach)</td>
<td>Dr. Natarajan Muthusamy</td>
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<td>Dr. Emmanoel Mohamed Mgonja, Morogoro, Tanzania</td>
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<td>B.S.Ind.Sys.Eng., M.S. Health and Rehabilitation Sciences</td>
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<td>Dr. Emily Patterson</td>
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<td>Victoria Marie Munoz, Hilliard</td>
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<td>Dr. Douglass Nelson</td>
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<td>Chunyu Ng, Columbus</td>
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<td>B.S. Honors (Chinese University of Hong Kong)</td>
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<td>Dr. John Beacom</td>
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<td>Dr. Peter Hammel</td>
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<td>Jongwook Park, Seoul, Korea</td>
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<td>Dr. Robert de Jong</td>
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<td>Sumant Shreedhar Patankar, Columbus</td>
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<td>Kenneth Bruce Patton, Worthington</td>
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<td>Dr. Klaus Honscheid</td>
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<td>Verónica Pecero, Houston, TX</td>
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<td>B.A., M.Educ. (University of Texas at Austin)</td>
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<td>Dr. Marc Guerrero</td>
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<td>Dr. Daniel Herms</td>
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<td>Adam Levi Pettis, Dublin</td>
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<td>Eric Pozsgai, Granger, IN</td>
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<td>Integrated Biomedical Science Graduate Program</td>
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<td>Dr. Louise Rodino-Klapac</td>
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Commencement Convocation, December 20, 2016

Scott P. Prajzner, Columbus
B.S. (Michigan State University)
Entomology
Dr. Mary Gardiner

Yaowalak Pratumyot, Rayong, Thailand
B.S. (Chulalongkorn University)
M.S. Chemistry
Dr. Jovica Badjic

Sarada Pyda, Columbus
B.A. (Case Western Reserve University)
Agricultural, Environmental and Development Economics
Dr. Alessandra Faggian

Mohammad Hossein Rafiei, Tehran, Iran
Bachelor’s, Master’s (Islamic Azad University)
Civil Engineering
Dr. Hojat Adeli

Md. Wasi ur Rahman, Dhaka, Bangladesh
B.S. (Bangladesh University of Engineering and Technology)
M.S. Computer Science and Engineering
Dr. Dhabaleswar Panda

Rakshit Ramachandra, Columbus
B.Engr. (Visveswaraih Technological University)
M.S. (Wayne State University) Biomedical Engineering
Dr. John Bolte

Pranay Ranjan, Patna, India
B.S. (University of Delhi)
M.S. (Teri University) Environment and Natural Resources
Dr. Tomas Koontz

Balaram Raya, Damak, Nepal Chemistry
Dr. Thaliyil Rajanbabu

David Christopher Riegner, Lakeville, MN
B.S. (Iowa State University) M.S. Materials Science and Engineering
Dr. Wolfgang Windl

Zachary Bryce Riley, Stevensville, MD
B.S.Aero.Astro.Eng., M.S. Aeronautical and Astronautical Engineering
Dr. Jack McNamara

Sang Hee Ryu, Daejeon, Korea
B.A., M.Educ. (Korea University) Education
Dr. David Bloomer

Kamalesh Karthik Sainath, Columbus
B.S. (University of California, Irvine) M.S. Electrical and Computer Engineering
Dr. Fernando Teixeira

Ryan M. Scarrow, Humboldt, KS
B.A. (University of Kansas) M.A. Sociology
Dr. Edward Crenshaw

Ashley M. Schmitz, Columbus
B.S.Nurs. ( Marian College of Fond du Lac) Ohio State University Nutrition
Dr. Steven Clinton

Scott Carl Schnelle, New Bremen
B.S. (Ohio Northern University) M.S. Mechanical Engineering
Dr. Junmin Wang

Nicolas Joseph Scozzaro, Columbus
B.A. (University of California, Berkeley) M.S. Physics
Dr. Peter Hammel

Arjun Sengupta, Calcutta, India
B.A. (University of Delhi) M.S. (Indian Statistical Institute) M.A. Economics
Dr. Lucas Coffman

Shahreena Shahrami, Blacklick
B.A. (Denison University) M.A. Near Eastern Languages and Cultures
Dr. Sabra Webber

Andrew Ryan Sharits,
Beavercreek Chemistry
Dr. Patrick Woodward

Stephanie Levitt Shaulskyi,
Toledo
B.A., M.A. (University of Arizona) M.A. Education
Dr. Lynley Anderman

Vinayak Shamrao Shedekar, Pune, Maharashtra, India
B.Agri.Eng. (Mahatma Phule Agriculture University)
M.S. (Indian Agricultural Research Institute) Food, Agricultural and Biological Engineering
Dr. Larry Brown

Aileen Shieh, Taipei, Taiwan
B.S. Chemistry
Dr. Jonathan Parquette

Aaron Robert Short, Cridersville
B.S. (The University of Findlay) Biomedical Engineering
Dr. Jessica Winter

Ali Gibran Siddiqui, Karachi, Pakistan
B.S. (University of Lahore) M.A. History
Dr. Scott Levi

Jalal Khalid Siddiqui, Worthington
B.S.Chem.Eng., Master’s (Cornell University) M.S. Biophysics
Dr. Jonathan Davis

Sarah Brady Siff, Oxford
B.S. (Ohio University) M.A. (Miami University Oxford) History
Dr. David Stebenne
Aleksandr Sinayev, Malverne, NY
B.A. (State University of New York at Binghamton)
M.A. Psychology
Dr. Ellen Peters

Sreshtha Sinha Majumdar, Mumbai, India
Bachelor’s (University of Mumbai)
M.S. Chemical Engineering
Dr. Umit Ozkan

Dane Hudson Smith, Columbus
B.A., B.S. (Erskine College, and Theological Seminary)
Physics
Dr. Eric Braaten

Timothy Joseph Smith, Needham, MA
B.A. (Providence College)
M.F.A.
Arts Administration, Education and Policy
Dr. Sydney Walker

Timothy Michael Smith, Jr., Bellefontaine
B.S. (Wright State University)
M.S.
Materials Science and Engineering
Dr. Michael Mills

Hyun Tae Sohn, Seongnam-si, Korea
B.S.Chem.Eng., M.S. Chemical Engineering
Dr. Umit Ozkan

Hye Yun Song, Busan, Korea
B.S.Mat.Sci.Eng. (Pukyong National University)
Master’s (Dong-Eui University)
M.S.
Welding Engineering
Dr. Wei Zhang

Randal James Soukup, Columbus
B.S. (Miami University Oxford)
Molecular, Cellular, and Developmental Biology
Dr. Richard Fishel

Riley Emil Splittstoesser, Columbus
B.S. (University of Illinois at Urbana-Champaign)
M.S.
Industrial and Systems Engineering
Dr. William Marras

Douglas Benjamin Sponsler, Wooster
B.S. (Cedarville University)
Entomology
Dr. Reed Johnson

Scott Seele Stuckman, Columbus
B.A., B.S.
Environmental Science
Dr. Jialin Lin

Weizhou Sun, Columbus
B.S. (University of Science and Technology of China)
M.Appl.Stats., M.S.
Mathematics
Dr. Ching-Shan Chou

Yuan Sun, Nantong, China
B.S., M.S. (China Pharmaceutical University)
Chemistry
Dr. Jonathan Parquette

Wachiraphan Supsavhad, Bangkok, Thailand
D.Vet.Med. (Kasetsart University)
M.S.
Comparative and Veterinary Medicine
Dr. Thomas Rosol

Subbulakshmi Suresh, Chennai, India
Bachelor’s (Anna University)
Molecular Genetics
Dr. Stephen Osman

Dhruvitkumar Shantilal Sutaria, Mumbai, India
B.S. (University of Mumbai)
M.S. (Western University of Health Sciences)
Pharmaceutical Sciences
Dr. A. Phelps

Akiko Tanimoto, Hiroshima, Japan
B.A. (University of Colorado at Boulder)
Chemistry
Dr. Vicki Wysocki

Sara Elizabeth Thomas, Columbus
B.S., M.S. Ohio State University Nutrition
Dr. Earl Harrison

Yuan Tian, Urumqi, China
Bachelor’s (Tsinghua University)
M.S.
Evolution, Ecology, and Organismal Biology
Dr. Laura Kubatko

Xin Tong, Columbus
B.Engr. (Tsingji University)
M.S.
Computer Science and Engineering
Dr. Han-Wei Shen

Varun Kantilal Vakharia, Columbus
B.S.Chem.Eng. (University of Mumbai)
Chemical Engineering
Dr. W.S. Winston Ho

Juliet Jaison Varghese, Columbus
Bachelor’s (University of Calicut)
M.S.
Biomedical Engineering
Dr. Orlando Simonetti

Ellie Kathleen Walsh, Shreveport
B.S. (Cornell University)
B.S.Educ. (Herbert H Lehman College)

M.S.
Plant Pathology
Dr. Christopher Taylor

Bo Wang, Xinxian, China
B.S. (Nanjing University)
Chemistry
Dr. Prabir Dutta

Lili Wang, Jining, China
B.Engr. (Nanjing University)
M.A.
Geography
Dr. Max Woodworth
Commencement Convocation, December 20, 2016

Miao Wang, Beijing, China
B.Engr. (Zhejiang University)
Electrical and Computer Engineering
Dr. Longya Xu
Dr. Fang Luo

Tierra Ware, Gahanna
B.S.
Integrated Biomedical Science Graduate Program
Dr. Joanna Groden
Dr. Clay Marsh

Sharon E. Watkins, Columbus
B.Mus.Ed., M.A.
M.Music (Capital University)
Education
Dr. Anika Anthony

Melissa Ann Weant, Columbus
B.S.Biology (Kent State University)
M.S.
Public Health
Dr. Randi Foraker

Ran Wei, Zaoyang, China
B.S. (Zhejiang University)
M.S.
Statistics
Dr. David Sivakoff
Dr. Elizabeth Stansey

Aaron James Wenzel, Columbus
Evolution, Ecology, and Organismal Biology
Dr. Andrea Wolfe

Daniel R. White, Norman, OK
B.S. (University of Oklahoma-Norman)
M.S.
Physics
Dr. Andrew Heckler

Yohanes Nugroho Widyananto, Sidoarjo, Indonesia
Sarjana (Sebelas Maret University)
M.Educ. (Monash University)
M.A.
Education
Dr. Keiko Samimy

Oliver Henry Wigmore, Auckland, New Zealand
B.S., B.A. (University of Auckland)
Geography
Dr. Bryan Mark

M.S.
Electrical and Computer Engineering
Dr. Ronald Reano

Fei Wu, Columbus
Bachelor's (Tongji University)
M.S.
Industrial and Systems Engineering
Dr. Ramteen Sioshanssi

Weixin Wu, Wuhan, China
B.S. (Wuhan University)
Chemistry
Dr. Karin Musier-Forsyth

Xiaofeng Wu, Quanzhou, Fujian, China
B.Engr. (Harbin Institute of Technology)
M.S.
Computer Science and Engineering
Dr. Huamin Wang

Bing Yan, Taiyuan, China
B.S. (China Agricultural University)
Food Science and Technology
Dr. V. M. Balasubramaniam

Jin Yang, Guoyang, China
B.S. (University of Science and Technology of China)
M.S.
Physics
Dr. Dongping Zhong

Qiong Yang, Flushing, NY
B.A. (Renmin University of China)
M.A. (Beijing University)
M.A.
East Asian Languages and Literatures
Dr. Kirk Denton

Qianying Yao, Huzhou, China
B.S. (Fudan University)
Food Science and Technology
Dr. Hua Wang

Chen Yuan, Yichun, China
Bachelor’s (Wuhan University)
M.S.
Electrical and Computer Engineering
Dr. Mahesh Illindala

Yuan Yuan, Columbus
Bachelor’s (Huazhong University of Science and Technology)
Master’s (University of Chinese Academy of Sciences)
M.S.
Computer Science and Engineering
Dr. Xiaodong Zhang

Xiangru Zeng, Columbus
B.S., M.S. (Tsinghua University)
Mechanical Engineering
Dr. Junmin Wang

Xi Zhan, Hangzhou, China
B.A. (Southwest University)
M.A.
Education
Dr. Anika Anthony

Jiyu Zhang, Nanchang, China
B.Engr., (Hefei University of Technology)
M.S.
Mechanical Engineering
Dr. Giorgio Rizzoni

Minjia Zhang, Columbus
B.Engr., Master’s (Huazhong University of Science and Technology)
M.S.
Computer Science and Engineering
Dr. Michael Bond

Pei Zhang, Columbus
B.S. (Nanjing University)
Ohio State Biochemistry Program
Dr. Mark Parthun

Xin Zhang, Dalian, China
B.A. (Shanghai International Studies University)
M.A.
East Asian Languages and Literatures
Dr. Galal Walker

Xing Zhang, Hangzhou, China
B.S. (Nanjing University)
Chemistry
Dr. John Herbert
Commencement Convocation, December 20, 2016

Yingxiao Zhang, Dezhou, China
B.S. (China Agricultural University)
Horticulture and Crop Science
Dr. Katrina Cornish
Dr. Joshua Blakeslee

Ruiqi Zhao, Columbus
B.Eng. (Tsinghua University)
Electrical and Computer Engineering
Dr. Aleix Martinez

Yang Zhou, Jiaxing, China
B.Engr. (Tsinghua University)
Electrical and Computer Engineering
Dr. John Volakis
Dr. Niru Nahar

DOCTOR OF EDUCATION

Jara Lee Packer, Dublin
B.A., M.A. (University of Akron)
M.Educ. (Ashland University)
Education

William Thomas Sternberg,
Canal Winchester
B.S.Educ., M.Educ. (Bowling Green State University)
Education

Joyce Lynne Thompson,
Tiltonsville
B.S.Educ., M.A.
Education

MASTER OF APPLIED CLINICAL AND PRECLINICAL RESEARCH

Hallie Eileen Hank, Columbus
B.S.Pharm.Sci.
Interdisciplinary Programs

Kelly Nicole Keeton,
Beavercreek
B.S.Nurs. (Wright State University)
Interdisciplinary Programs

Chengzhou Zhang, Columbus
B.S. Statistics

MASTER OF ARTS

Melissa Mary Abo, Dublin
B.A. (Alfred University)
M.A. (Western Kentucky University)
Communication

Hailey Caitlin Akah, Columbus
B.A. (Lawrence University)
J.D.
Public Policy and Management

Gregory Allen, Columbus
B.A., M.B.A. (Brigham Young University)
Economics

Elias Assaf, Columbus
B.A., M.A. (University of Central Florida)
Political Science

Emelie De Faro Bailey, Columbus
B.A. (University of Vermont)
Geography

Stephanie K. Barrows, Columbus
B.A. (Mount Vernon Nazarene University)
M.A.Educ. (Marygrove College)
Education

Julia E. Beckner, Westerville
B.S.Educ. (Ohio Dominican University)
Education

Ziv Eli Bell, Columbus
B.A. (Willamette University)
Psychology

Patricia Lyn Biancone, Mount Vernon
B.A.
Education

Brooke Nicole Bridgeman, Hilliard
B.A.
Speech-Language Pathology Program

Caitlin Marie Butema, Columbus
B.S. (University of Dayton)
Education

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Christy Leanne Camp, Columbus
B.A., M.A. (University of Hawaii at Manoa)
French and Italian

Kathleen Susan Hoepner, Cincinnati
B.A., M.A. Arts Administration, Education and Policy

Lacey Dyan McKown, Frazesburg
B.S.Hsp.Mgt. Arts Administration, Education and Policy

Benjamin Wesley Campbell, Springfield, MO
B.A. (Southern Illinois University Carbondale)
Political Science

Chenxing Jin, Hangzhou, China
B.A. (Zhejiang University of Media and Communications)

Eric David Metcalf, Albany
B.A. (University of South Carolina)
Public Policy and Management

Dawn Michelle Combs, Marysville
B.A. (Ohio Wesleyan University)
Comparative Studies

M.A. East Asian Languages and Literatures

Lauren Elizabeth Muscott, Columbus
B.A. (Oberlin College)
Political Science

Yue Cui, Changyuan County, China
B.A. (Sichuan University of Science & Engineering)
Education

Dana Eliya Kamara, Seattle, WA
B.S. (University of Washington)
Psychology

Samuel John Osea, Tulsa, OK
B.S., M.S. (Georgetown University)
Economics

Aysenur Dal, Columbus
B.A. (Bogazici University)
Communication

Alexis Ann Keaveney, Columbus
B.S. (Oregon State University)
Psychology

Sarah E. Paxton, Columbus
B.A.
History

Kyle Aaron Davis, Hilliard
B.S. (Miami University Oxford)
Education

Benjamin Louis Kenzer, Richmond, VA
B.A. (College of William and Mary)
Political Science

Ruth Pertsis, Woodbridge, ON, Canada
B.A. (University of Toronto)
Political Science

Ayseen Dal, Columbus
B.A. (Bogazici University)
Communication

Qiao Ke, Daye, China
B.A. (Zhejiang University of Science and Technology)
Education

Andre Joseph Plate, Columbus
B.A.
History

Yufen Fang, Huainan, China
B.A. (Anhui University)
East Asian Studies

Jordan King, Columbus
B.S. (Lawrence University)
Music

Jacqueline Powers, Columbus
B.A. (University of California, Los Angeles)
M.A. Teach. (University of Southern California)
Education

Laura Frizzell, Acton, MA
B.A. (University of Miami)
Sociology

Xueying Kong, Xuanchen, China
B.A., B.A.Jour. (Fudan University)
East Asian Languages and Literatures

Sowdamini Saraswati, Bethlehem, PA
B.A. (Wellesley College)
M.A. (Columbia University)
Political Science

Christopher James Guerrini, Hudson
B.A.
Slavic and East European Studies

Adam Morgenstern Lauretig, Beachwood
B.A. (Grinnell College)
Political Science

Gregory Lyman Smith, Middlefield, CT
B.A. (University of Connecticut)
Political Science

M Gulick, Newark
B.A.
Education

Katherine Zumwalt Lin, Columbus
B.A. (Kenyon College)
Education

Nikolis Austin Snyder, Loveland
B.A. (Emory And Henry College)
East Asian Languages and Literatures

Rachael Emma Gwinn, Columbus
B.A. (University of California, Davis)
Psychology

Shelly Marie Martin, Columbus
B.A.
Education

Mary Ana McKay, Perry, NY
B.S.C.R.P.
Sociology

Gregory Lyman Smith, Middlefield, CT
B.A. (University of Connecticut)
Political Science

Long Kim Ha, Hanoi, Vietnam
B.A. (University of Minnesota, Twin Cities)
Psychology

Nikolis Austin Snyder, Loveland
B.A. (Emory And Henry College)
East Asian Languages and Literatures
Commencement Convocation, December 20, 2016

Zachary Nilsson Strand, Lafayette, CO
B.Mus.Ed. (University of Colorado at Boulder) Education

Adam Tapal, Brno, Czech Republic
Bachelor’s, Magister (Masaryk University) Psychology

Leyla Mariam Tosun, Columbus
B.A. (University of Virginia) Political Science

Chloe A. Tull, Columbus
B.A. (Oregon State University) History

Linnea Rose Turco, Columbus
B.A. (George Washington University) Political Science

Jennifer Lynn Waggoner, Worthington
B.A. (Denison University) Education

David M. Weiss, Columbus
B.A. (Muhlenberg College) Psychology

Isaac N. Wittmann, Columbus
B.A. (Wittenberg University) Education

Xiao Wu, Hangzhou, China
B.Med. (Zhejiang University) Psychology

Douglas William Yacek, Columbus
B.S.Mech.Eng. (University of Texas at Austin) Education

Yue Yue, Jinhzhou, China
Bachelor’s (Beijing City University) Education

Ting Zhao, Zhengzhou, China
B.Engr. (Zhengzhou University) M.Educ. (Beijing Normal University, Zhubai) Education

MASTER OF BUSINESS ADMINISTRATION

Temitope Grace Ajimati, Columbus
B.S. (Ahmadu Bello University) Master’s (Ohio University) Business Administration

Craig Edward Babbert, Galena
B.S.Bus.Adm. Business Administration

Andrew P. Balla, Columbus
B.S.Bus.Adm. Business Administration

Dustin Lee Beckel, Columbus
B.A. Business Administration

Alexander James Butler, Columbus
B.S.Alld.Hlth.Prof. Business Administration

Nicholas Paul Carey, Hilliard
B.S.Bus.Adm. Business Administration

Erica D. Clark-Covert, Columbus
B.S.Humn.Ecol. Business Administration

Rodrigo Colin, Minster
B.S.Ind.Design (University of Houston) Business Administration

Lindsey Ann Durham, Dublin
B.Bus.Adm. (University of Cincinnati - Main Campus) Business Administration

Daniel Scott Eiferman, Dublin
B.A. (Northwestern University) M.D. (University of Kentucky) Business Administration

Ryan Louis France, Columbus
B.S.Ind.Sys.Eng. Business Administration

Jason Robert Goodman, Blacklick
B.S.Pharm.Sci., PharmDoc Business Administration

David Michael Grimsley, Kettering
B.S. (Wright State University) Business Administration

Bradley Hagemeyer, Norwalk
B.S.Bus.Adm. Business Administration

Bradley John Karovic, Cortland
B.S. (Bowling Green State University) M.S. (Florida International University) Business Administration

Dustin Allyn Limburg, Clayton
B.S. (Wright State University) Business Administration

Jacob Nathaniel Mendel, Bexley
B.S.Bus.Adm. Business Administration

Scott M. Neeley, Columbus
B.S.Educ., M.A. Business Administration

Deepan Wanar Rajah, Dublin
B.S.Bus.Adm. Business Administration

Ashley D. Randle, Columbus
B.A. Business Administration

Dameyon Shipley, Columbus Bachelor’s (Ohio University) Business Administration

Cynthia Miller Stemple, Canal Winchester
B.A. (Valparaiso University) Business Administration

Ryan McDonough Stewart, Gambier
B.A. (Kenyon College) Business Administration

Kellie Jo Uhrig, Columbus
B.S.Bus.Adm. Business Administration

William T. Zaboski, Westerville
B.S. Business Administration

MASTER OF BUSINESS LOGISTICS ENGINEERING

Santhosh Kumar Basava, Srikakulam, Andhra Pradesh, India
M.S. (Vellore Institute of Technology) Business Logistics Engineering
Commencement Convocation, December 20, 2016

Sathya Sumadhur Venkata Subbaraya Batchu, Hyderabad, India
B.Tech. (Jawaharlal Nehru Technological University)
M.S. Business Logistics Engineering

Danyi Cao, Dalian, China
B.S.Bus.Adm. Business Logistics Engineering

Yuting Chai, Chengdu, China
Bachelor’s (Southwestern University of Finance and Economics)
Business Logistics Engineering

Siqiang Guo, Yuncheng, China
B.Engr. (Tongji University) Business Logistics Engineering

Yanyunwen He, Hangzhou, China
B.A. (University of Indianapolis)
Business Logistics Engineering

Bohao Hou, Beijing, China

Mengqi Lei, Nanjing, China
Bachelor’s (Nanjing Agricultural University)
Business Logistics Engineering

Fangtong Liu, Columbus
Business Logistics Engineering

Tianyuan Liu, Dalian, China
B.S. (Pennsylvania State University) Business Logistics Engineering

Yunan Lu, Taicang, Suzhou, China
Bachelor’s (Soochow University) Business Logistics Engineering

Hengzhi Lyu, Shanghai, China
Bachelor’s (Zhejiang University) Business Logistics Engineering

Shenyang Ni, Hefei, China
B.S. (University of California, San Diego) Business Logistics Engineering

Na Sha, Heilongjiang, China
B.S. (Dalian Maritime University) Business Logistics Engineering

Linhua Shen, Changchun, China
Bachelor’s (Beijing Jiaotong University)

M.S. (Michigan State University) Business Logistics Engineering

Bocheng Yu, Shenyang, China
B.S. (Nanjing University of Finance & Economics)

Yan Xie, Nanjing, China

Jiarui Wu, Chengdu, China
B.S.Bus.Adm.
Business Logistics Engineering

Fangtong Liu, Columbus
Bachelor’s (Central University of Finance and Economics)
Business Logistics Engineering

Chuhan Zhang, Columbus
B.A.
Business Logistics Engineering

Benzeng Su, Shang Hai, China
Bachelor’s (Huazhong University of Science and Technology) Business Logistics Engineering

Linda Akka Thomas, Thiruvalla, Kuala Lumpur, Malaysia
B.Tech. (Mahatma Gandhi University) M.B.A. (Manipal University) Business Logistics Engineering

Ruihua Wang, Shanghai, China
Bachelor’s (East China Normal University) Business Logistics Engineering

Bocheng Yu, Shanghai, China
B.S. (Nanjing University of Finance & Economics)

Yiying Zhang, Ningde, China

Hanqing Zhao, Shanghai, China
B.Engr. (Donghua University) Business Logistics Engineering

Yi Wu, Shanghai, China
Bachelor’s (Shanghai University of Finance and Economics) Business Logistics Engineering

Anqi Wei, Wuhan, China
B.A.
Business Logistics Engineering

Jiarui Wu, Chengdu, China
B.S.Bus.Adm.
Business Logistics Engineering

Yun Xie, Nanjing, China
B.S. (Purdue University) Business Logistics Engineering

Shan Xu, Fuzhou, China
Bachelor’s (Shanghai University of Finance and Economics) Business Logistics Engineering

Anqi Wei, Wuhan, China

Shan Xu, Fuzhou, China

Yan Xie, Nanjing, China

B.S. (Purdue University) Business Logistics Engineering

Chong Zhang, Guiyang, China
B.S.Bus.Adm.
Business Logistics Engineering

Hanqing Zhao, Shanghai, China
B.Engr. (Donghua University) Business Logistics Engineering

Yingyi Zhang, Ningde, China

B.S. (Nankai University) Business Logistics Engineering

Hanqing Zhao, Shanghai, China
B.Engr. (Donghua University) Business Logistics Engineering

Yingyi Zhang, Ningde, China

Business Logistics Engineering
Lei Zhao, Beijing, China  
B.S. Civ. Eng. (China University of Geosciences)  
M.S. Business Logistics Engineering

Lingxiao Zhou, Hefei, China  
Bachelor’s, Master’s (Central University of Finance and Economics)  
Business Logistics Engineering

Yiran Zhu, Shenzhen, China  
Business Logistics Engineering

Lei Zhao, Beijing, China  
B.S. Civ. Eng. (China University of Geosciences)  
M.S. Business Logistics Engineering

Lingxiao Zhou, Hefei, China  
Bachelor’s, Master’s (Central University of Finance and Economics)  
Business Logistics Engineering

Yiran Zhu, Shenzhen, China  
Business Logistics Engineering

Gokhan Anil, La Crosse, WI  
M.D. (Ankara University)  
Business Operational Excellence

Jason Lamar Ayres, Columbia, SC  
B.Bus.Adm. (Baylor University)  
Business Operational Excellence

Matthew Clayton Barrett, Hilliard  
B.A.  
Business Operational Excellence

Natalie Bridger, Fishers, IN  
Bachelor’s (Indiana University Purdue University Indianapolis)  
Business Operational Excellence

Jennifer Brown, Galloway  
B.A. (Otterbein University)  
Business Operational Excellence

Randall Charles Brown, Columbus  
B.S. (Georgia Southern University)  
Business Operational Excellence

Stephen August Brown, Moore, OK  
B.S. Aviation (Embry-Riddle Aeronautical University)  
M.S. (Southeastern Okla St. Univ)  
Business Operational Excellence

Kristina Sue Burnside, Lancaster  
B.S. Nurs. (Ohio University)  
Business Operational Excellence

Bryan Grant Castro, Newark, CA  
B.S. (California Polytechnic State University)  
M.B.A. (IE University)  
Business Operational Excellence

Kyrsten Nicole Chambers, Upper Arlington  
B.A. (Miami University Oxford)  
Business Operational Excellence

Jason Paul Conner, Norman, OK  
B.S. Ind.Sys.Eng. (University of Oklahoma-Norman)  
Business Operational Excellence

Samuel Cox, Westfield, IN  
B.S. (Indiana State University)  
Business Operational Excellence

Margaret Mary Dayton, Grand Rapids, MI  
B.S.Nurs. (University of Michigan, Ann Arbor)  
Business Operational Excellence

Linda Ann Dodge, Ada  
B.Bus.Adm. (Mount Vernon Nazarene University)  
M.B.A. (Tiffin University)  
Business Operational Excellence

David Lee Garrett, Norman, OK  
B.A. (University of Oklahoma-Norman)  
Business Operational Excellence

Paul Kevin Gatti, Norman, OK  
B.S.Elec.Eng., M.A.  
(University of Oklahoma-Norman)  
Business Operational Excellence

David Blake Griffith, Worthington  
B.S.Bus.Adm. (Otterbein University)  
Business Operational Excellence

Bill J. Grooms, Newark  
B.S.Nurs.  
Business Operational Excellence

Russ Oliver Haug, North Newton, KS  
B.S.Mech.Eng. (Wichita State University)  
Business Operational Excellence

Jessica Brooke Holstine, Pickerington  
B.A. (Capital University)  
Business Operational Excellence

Cleveland Daniel Johnson, Columbus  
B.S. (University of Dayton)  
Business Operational Excellence

Christopher A. Kastl, Yukon, OK  
B.S. (Oklahoma State University)  
Business Operational Excellence

Jared Kentner, Columbus  
Business Operational Excellence

Michael Frank Krasnodembski, Westerville  
Business Operational Excellence

Timothy Erin Lafser, Fenton, MO  
B.S. (Missouri University of Science and Technology)  
Business Operational Excellence

Dexter Larimore, Hilliard  
B.S.Bus.Adm.  
Business Operational Excellence

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<table>
<thead>
<tr>
<th>Name</th>
<th>Degree(s)</th>
<th>City and Regional Planning</th>
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<tbody>
<tr>
<td>Jeffrey Judd Lawrence, Jr., Columbus</td>
<td>B.A. (University of Massachusetts Amherst)</td>
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<td></td>
<td>M.D. (Univ of Mass At Worcester)</td>
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<td>Business Operational Excellence</td>
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<tr>
<td>Melissa Dawn Lawson, Powell</td>
<td>B.A.</td>
<td>Business Operational Excellence</td>
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<tr>
<td>Kim Scott Mayberry, Caldwell, ID</td>
<td>B.S. (Brigham Young University)</td>
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<td>Business Operational Excellence</td>
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<tr>
<td>Marlene Louise O’Neil, Columbus</td>
<td>B.S.Cptr.Inf.Sci.</td>
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<td>Business Operational Excellence</td>
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<td>Loren J. Ranaletta, Jr., Huntersville, NC</td>
<td>B.S.Bus.Adm. (John Carroll University)</td>
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<tr>
<td>Luis Jaime Reyes, Spring, TX TituloBach (Universidad Tecnologica de Bolivar)</td>
<td>Business Operational Excellence</td>
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<tr>
<td>Barbara Maher Rogers, Powell</td>
<td>B.S.Nurs., M.D.</td>
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<tr>
<td>Thomas J. Scharschmidt, Delaware</td>
<td>Bachelor’s (Kent State University)</td>
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<td></td>
<td>M.D. (Northeastern Ohio Universities Colleges of Medicine and Pharmacy)</td>
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<tr>
<td>Richard Sereno, Huntington, IN</td>
<td>B.S. (Oakland University)</td>
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<td>Douglas Matthew Shook, Columbus</td>
<td>B.S.Ald.Hlt.Hlth.Prof.</td>
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<td>Business Operational Excellence</td>
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<tr>
<td>Laurie Ann Spadaro, Galloway</td>
<td>B.Bus.Adm. (Mount Vernon Nazarene University)</td>
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<tr>
<td>Dale Wayne Swanson, Solon</td>
<td>B.S.Bus.Adm. (University of Phoenix)</td>
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<td>Kimberly Tapia-Gruillon, Westerville</td>
<td>Bachelor’s (Troy University-Main Campus)</td>
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<td>Business Operational Excellence</td>
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<tr>
<td>Kelly Marie Trott Theodosopoulos, Cambridge</td>
<td>B.S.Nurs., M.B.A. (Ohio University)</td>
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<tr>
<td>Niraj R. Varia, Powell</td>
<td>B.S., M.S. (Wright State University)</td>
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<tr>
<td>John Visconti, Londonderry, NH</td>
<td>B.S. (State University of New York Institute of Technology at Utica/ Rome)</td>
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<td></td>
<td>M.B.A. (Western Connecticut State University)</td>
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<td>Business Operational Excellence</td>
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<tr>
<td>Georgia Ann Weibacher, Canal Winchester</td>
<td>B.S.Nurs.</td>
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<td>Business Operational Excellence</td>
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<tr>
<td>Una Blanusa, Cincinnati</td>
<td>B.S.C.R.P.</td>
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<td>City and Regional Planning</td>
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<tr>
<td>Erik James Engle, Columbus</td>
<td>B.S.Arch. (Kent State University)</td>
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<td>City and Regional Planning</td>
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<tr>
<td>William Alexander Pisha, Columbus</td>
<td>Bachelor’s (University of Tennessee-Knoxville)</td>
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<td>City and Regional Planning</td>
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<tr>
<td>Megan Witt, Perrysburg</td>
<td>B.A.</td>
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<td>City and Regional Planning</td>
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<td>Dental Hygiene</td>
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<tr>
<td>Katie L. McBeth, Blacklick</td>
<td>B.A.</td>
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<tr>
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<td>Education</td>
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<tr>
<td>Claire Beck, Columbus</td>
<td>B.A. (Belmont University)</td>
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<tr>
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<td>M.A. (University of Delaware)</td>
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<td>Environment and Natural Resources</td>
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<tr>
<td>Eric Garrison Flood, Canal Winchester</td>
<td>B.S. (Ohio University)</td>
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<td>M.S. (Missouri University of Science and Technology)</td>
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<td>Environment and Natural Resources</td>
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<tr>
<td>Scott Thomas Goodfellow, Freehold, NY</td>
<td>B.S. (SUNY College at Oneonta)</td>
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<td>Environment and Natural Resources</td>
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<tr>
<td>Eric David Metcalf, Albany</td>
<td>B.S. (University of South Carolina)</td>
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<td>Environment and Natural Resources</td>
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</tr>
</tbody>
</table>
MASTER OF FINE ARTS
Karen Ross, Mayfield Heights
B.F.A. (Edinboro University of Pennsylvania)
Industrial, Interior and Visual Communication Design

MASTER OF GLOBAL ENGINEERING LEADERSHIP
Abdirahim Mohamed Abdi, Columbus
B.S. Global Engineering Leadership

MASTER OF HEALTH ADMINISTRATION
Oksana Gizunterman, Reynoldsburg
B.S.Hlth.Prof. Health Services Management and Policy

MASTER OF HUMAN RESOURCE MANAGEMENT
Peter Jared Fenimore, Powell
B.A. (Wabash College) Human Resource Management
Brittany Nicole Khol, Columbus

MASTER OF LANDSCAPE ARCHITECTURE
Seth James Oldham, Columbus
B.A. (Slippery Rock University) Landscape Architecture
William Alexander Pisha, Columbus
Bachelor’s (University of Tennessee-Knoxville) Landscape Architecture

MASTER OF MATHEMATICAL SCIENCES
Evelyn E. Rodriguez, Columbus
Diploma (Ponce Paramedical College) B.S. (Pontifical Catholic University of Puerto Rico) Mathematics

MASTER OF OCCUPATIONAL THERAPY
Bailey Barker, Lewis Center
B.S. (Ohio Dominican University) Health and Rehabilitation Sciences
Alicia Anne Berman, Mentor
B.A. (University of Cincinnati - Main Campus) Health and Rehabilitation Sciences
Christina Marie Green Clark, Columbus
B.A. Health and Rehabilitation Sciences
Maria Michelle Eismann, Beavercreek
B.S. Health and Rehabilitation Sciences
Julie Marie Faieta, Pickerington
B.A. Health and Rehabilitation Sciences
Jennifer Lynn Freking, Cincinnati
B.S. (Indiana University Bloomington) Health and Rehabilitation Sciences
Gabrielle Gabrosek, Wadsworth
B.A. (Ohio University) Health and Rehabilitation Sciences
Jessica Lynn Gillespie, Powell
B.S. (University of Pittsburgh) Health and Rehabilitation Sciences

Corey A. Glanzer, Columbus
B.S.Hlth.Reh.Sci. Health and Rehabilitation Sciences
Amy Elise Grooms, Groveport
B.A. (Otterbein University) Health and Rehabilitation Sciences
Jessica Lauren Grossman, Solon
B.S.Educ. Health and Rehabilitation Sciences
Stephanie Lynn Hamm, Galloway
B.S. (Ohio Northern University) Health and Rehabilitation Sciences
Justin David Hammer, Fostoria
B.S.Hlth.Reh.Sci. Health and Rehabilitation Sciences
Bryan Albert Larkin Hoffman, Dublin
B.S.Hlth.Reh.Sci. Health and Rehabilitation Sciences
Veronica M. Kennedy, Wadsworth
B.S. (Walsh University) Health and Rehabilitation Sciences
Kristin Catherine Kerper, Twinsburg
B.S.Humn.Ecol. Health and Rehabilitation Sciences
Elizabeth Ann Koss, Columbus
B.S. (Lindenwood University) Health and Rehabilitation Sciences
Keri Litmer, Beavercreek
B.S. (Wright State University) Health and Rehabilitation Sciences
Erin Christine Lopresti, Cranberry Township, PA
B.S. (James Madison University)
Health and Rehabilitation Sciences

Christopher Jon Lussier, Findlay
B.S. (University of Cincinnati - Main Campus)
Health and Rehabilitation Sciences

Britney Teanne Millfelt, Columbus
B.S.Humn.Ecol.
Health and Rehabilitation Sciences

Allison Michelle Noss, Cortland
B.S.Humn.Ecol.
Health and Rehabilitation Sciences

Erin Elizabeth Novak, Powell
B.S. (University of Miami)
Health and Rehabilitation Sciences

Amanda Marie Oress, Willoughby
B.A.
Health and Rehabilitation Sciences

Janell Lynn Pisegna, Marietta
B.A., B.S. (Shawnee State University)
Health and Rehabilitation Sciences

Chelsea Elizabeth Pitonyak, West Chester
B.S. (Colorado State University)
Health and Rehabilitation Sciences

Julie Ellen Rennick, Dublin
B.A.
Health and Rehabilitation Sciences

Rachel Elizabeth Ricotta, Avon Lake
B.S.Humn.Ecol.
Health and Rehabilitation Sciences

Lindsey Erin Scouten Roehrenbeck, Columbus
B.A., M.Educ.
Health and Rehabilitation Sciences

Margaret Rusnak, Columbus
B.A. (Antioch College)
Health and Rehabilitation Sciences

Nicole Alexis Sarmiento, Solon
B.S.
Health and Rehabilitation Sciences

Gina Marie Seitz, Vandalia
Health and Rehabilitation Sciences

Hannah Storar, Kettering
B.A. (Capital University)
Health and Rehabilitation Sciences

Olivia Nicole Thiemann, Cincinnati
B.S.
Health and Rehabilitation Sciences

Katherine Elizabeth Wheeler, Stow
Bachelor’s (Bowling Green State University)
Health and Rehabilitation Sciences

Molly Kathleen Wiberg, Chagrin Falls
Health and Rehabilitation Sciences

Amy Arminda Williams, Bowling Green
B.A.
Health and Rehabilitation Sciences

Rachel Grace Wise, Worthington
B.S. (Otterbein University)
M.S.
Health and Rehabilitation Sciences

Elicia Ann Wisner, Bay Village
Health and Rehabilitation Sciences

Courtney Julianne Wisniewski, Medina
Health and Rehabilitation Sciences

Kimberly Zwissler, Saint Leonard, MD
B.S.Honors (University of Delaware)
Health and Rehabilitation Sciences

Nicole V. Wright, Rocky River
B.A. (Oberlin College)
Plant Health Management

Christopher James Guerrini, Hudson
B.A.
Public Policy and Management

Julie Katherine Langenfeld, Columbus
B.S. (Missouri University of Science and Technology)
Public Policy and Management

Nana Awukueba Oppong, Columbus
Public Policy and Management

Elizabeth Fulvia Paice, Columbus
B.A. (University of Massachusetts Amherst)
M.A.
Public Policy and Management

Nicholas Robert Stefanik, Columbus
B.A.
Public Policy and Management

Sarah Frances Totedo, Willoughby
B.A. (The University of Findlay)
Public Policy and Management

Lin Zhu, Longgang District, Shenzhen, China
B.S. (Shenzhen University)
Public Policy and Management
COMMENCEMENT CONVOCATION, DECEMBER 20, 2016

MASTER OF PUBLIC HEALTH

Jayne Anne Barr, Circleville
B.S. (Allegheny College)
M.D. (Marshall University)
Public Health

Lauren Therese Battista, Eastlake
B.A. (Miami University)
Public Health

Daniel Barry Collins, Columbus
B.S.Educ., D.D.S.
Public Health

Stacey Michelle Conrad, Alexandria
B.A. (Otterbein University)
Public Health

Jessica Lynn Hamilton, Lebanon
B.S.Pub.Hlth.
Public Health

Vera Christina Kazaniwskyj, Columbus
B.S. (University of Illinois at Urbana-Champaign)
Public Health

Man Lai Leung, Brooklyn
B.S.
Public Health

Laura O. Rust, Columbus
B.S. (University of Miami)
M.D. (Wright State University)
Public Health

Arati Sharma, Columbus
Bachelor’s (Tribhuvan University)
Public Health

Brittany Kasumi Yarnell, Napoleon
B.Appl.Sci. (Bowling Green State University)
Public Health

Sarah Yaseen Abdulrazzaq Al-Shareeda, Basrah, Iraq
B.S., M.S. (University of Basrah)
Electrical and Computer Engineering

Amy M. Alexander, Blacklick
B.S.Nurs. (Youngstown State University)
Nursing

Rex Thomas Alexandre, Cary, NC
B.S.Weld.Eng.
Welding Engineering

Ibrahim Majeed A. Alkanhal, Riyadh, Saudi Arabia
B.Engr. (King Saud University)
Electrical and Computer Engineering

George Michael Allen, Columbus
B.S. (University of Illinois at Urbana-Champaign)
Microbiology

Natalie Marie Alsup, Kalispell, MT
B.S.
D.D.S. (Boston University)
Dentistry

Diana Marcela Ampudia Sjogreen, Providencia Isla, Colombia
TituloBach (Universidad Piloto de Colombia)
Postgrad.Dipl. (Universidad de Bogota Jorge Tadeo Lozano)
Environment and Natural Resources

Aravindh Anantharamakrishnan, Chennai, Tamil Nadu, India
B.Tech. (National Institute of Technology Tiruchirappalli)
Industrial and Systems Engineering

Bhavya Arora, Dehradun, Uttarakhand, India
B.Tech. (Uttarakhand Technical University)
Computer Science and Engineering

Sita Madhu Asar, Reynoldsburg
B.S.
Electrical and Computer Engineering

Stephen Hardy Baine, Columbus
B.S. (Texas Christian University)
Pharmaceutical Sciences

Sanyam Bajaj, New Delhi, India
Computer and Electrical Engineering

Teng Bao, Jiashan, China
B.Engr. (Zhejiang University of Science and Technology)
Master’s (Jiangnan University)
Chemical Engineering

Kathleen O’Connell Barksdale, Smithfield, VA
B.A., B.S. (Virginia Commonwealth University)
Welding Engineering

Shelby Lee Behnke, Dublin
B.S. (University South Carolina)
Chemistry

Donald Andrew Belcher, Columbus
B.S. (Oklahoma State University)
Chemical Engineering

Jennifer Christina Benjamin, Columbus
B.S. (Baylor University)
Chemical Engineering

Callie Lynn Benson, Brooklyn, CT
B.S.Mech.Eng., M.S. (Worcester Polytechnic Institute)
Welding Engineering

Hannah Beus, Farmington, UT
B.S.Surg.
Dentistry

Hugo Blettery, Saint-Chamond, France
B.S. (Universite De Compiegne)
Mechanical Engineering

Kyle Anthony Bodnyk, Ontario
B.S.Biomed.Eng.
Biomedical Engineering

Bethany Lyn Boleratz, Kingsland, GA
B.S.Honors (Berry College)
Biochemistry

MASTER OF SCIENCE

Keshav Aggarwal, New Delhi, India
B.S., M.S. (Indian Institute of Science)
Mathematics
Commencement Convocation, December 20, 2016

Claire Eastment Bollinger, Columbus
B.S. (University of Vermont)
Public Health

B.A. (Washington University in St. Louis)

Nathan Robert Boyer, Mansfield
B.S. (University of Toledo)
Aeronautical and Astronautical Engineering

Jordan Dean Cluts, Bluffton
B.S. (Case Western Reserve University)
Aeronautical and Astronautical Engineering

Kori L. Brady, Pickerington
B.S. (University of North Carolina at Chapel Hill)
J.D.
Statistics

Ellen Louise Comes, Toledo
B.S. (University of Dayton)
Environment and Natural Resources

Kirk Rowse Brouwer, Columbus
B.S. (North Carolina State University)
Aeronautical and Astronautical Engineering

Rosemary Lynn Compton, Hyde Park, NY
B.S.Chem.Eng. (Florida Institute of Technology)
Chemical Engineering

Edwin R. Buchwalter, Ashley
B.S.
Earth Sciences

Samuel Charles Cook, Columbus
B.A. (Bluffton University)
Chemistry

Victoria Bikogwa Bulegeya, Morogoro, Tanzania
B.S. (Sokoine University of Agriculture)
Horticulture and Crop Science

James Robert Cordle, Jr., Columbus
B.S.Bus.Adm. Human Sciences

Thomas Gerard Burke, Jr., Medina
D.D.S.
Dentistry

Lauren E. Cosby, Columbus
B.S.Chem.Eng. (University of Dayton)
Biomedical Engineering

Rachel Danielle Capouya, Norcross, GA
B.S. (University of Georgia)
Plant Pathology

Chase E. Crowley, Galloway
B.S. (Brigham Young University-Idaho)
D.D.S.
Dentistry

Keerthi Chadalavada, Vijayawada, Andhra Pradesh, India
B.Engr. (Birla Institute of Technology and Science)
Computer Science and Engineering

Lucas A. Crumley, Davenport, IA
B.S.Weld.Eng.
Welding Engineering

Zechu Chai, Wuhan, China
B.S.Elec.Cptr.Eng. Electrical and Computer Engineering

Gabriel Michael Dawson, Columbus
D.D.S. (University of Washington)
Dentistry

Linhu Chen, Columbus
B.S. (Shanghai Jiao Tong University)
Master’s (Fudan University)
Computer Science and Engineering

Ivy Tanu Dawson, Columbus
B.S.Nurs.
Nursing

Master's (Fudan University)
Computer Science and Engineering

Elka Blansh Del Portal, Canal Winchester
B.S. Food.Science
Food Science and Technology

Bethany Louise Denton, Columbus
B.S.Nutrition
Animal Sciences

Yashas Devaraju, Bangalore, India
B.Engr., M.S. (Birla Institute of Technology and Science)
Computer Science and Engineering

Catherine Eileen Dickey, Covington
B.S. (The University of Findlay)
Animal Sciences

James Michael DiFranco, Chesterland
B.S., D.D.S.
Dentistry

Gary Chase Donaldson, New Orleans, LA
B.S. (University of New Orleans)
Welding Engineering

Kaley Jean Donovan, Pataskala
B.S. (University of Akron)
Nursing

Kaley Jean Donovan, Youngstown
B.S. (State University of New York College of Environmental Science and Forestry)
Environment and Natural Resources

Stephanie Bryce Dooley, Manasquan, NJ
B.A. (New York University)
D.Vet.Med. (St. George’s University)
Comparative and Veterinary Medicine

Ami Dushwala, Powell
B.S.
Nursing

Nicole Paige Flower, Columbus
B.S.Educ.
Human Sciences

Andrew Jacob Franson, Aurora, CO
B.S. (Colorado School of Mines)
Physics
Theresa Frederick, Pickerington
B.Bus.Adm. (City University of New York, Bernard M. Baruch College)
B.S. (Sunny Health Science Center)
Nursing

Renan Frota Carvalho, Columbus
B.S.Elec.Cptr.Eng. Electrical and Computer Engineering

Kevin Galiano, Hialeah, FL
B.S. (Massachusetts Institute of Technology)
Physics

Hantian Gao, Nanjing, China
B.S. (Nanjing University)
Physics

Marwa Jamal Ghumrawi, Munroe falls
B.S.
Food, Agricultural and Biological Engineering

Morgan Marie Guider, Marysville
B.S.Env.Nat.Res. Food, Agricultural and Biological Engineering

Rebecca E. Guinther, Bucyrus
B.S.Agr. Agricultural and Extension Education

Nlingili Oparabile Kgosietsile Habana, Gaborone, Botswana
Bachelor’s (University of Botswana)
Geodetic Science and Surveying

Patrick D. Halley, Columbus
B.S.Chem.Eng. Chemical Engineering

Zhibo Han, Poway, CA
B.S.Civ.Eng. Civil Engineering

Hasmin Hakim Bin Hasbullah, Selangor, Malaysia
B.S. (University of Wisconsin-Madison)
Industrial and Systems Engineering

Tamagtha Hazra, Kolkata, India
M.S. (Indian Institute of Technology Kanpur)
Physics

Mei He, Baoji, China
B.S.Mat.Sci.Eng. Welding Engineering

Mark Douglas Hornak, Fairlawn
B.S.Mat.Sci.Eng. Materials Science and Engineering

Senyang Hu, Columbus
Bachelor’s (Northeastern University)
Computer Science and Engineering

Jaqueline Huzar Novakowsi, Guarapuava, Brazil
Bachelor’s (Universidade Estadual do Centro-Oeste)
Plant Pathology

Andrei Gabriel Iacob, Columbus
B.S.Mech.Eng. Mechanical Engineering

Nne Edith Ihemere, Galloway
Diploma (Federal Medical Centre)
Certificat (Okezie School of Midwifery)
B.S.Nurs. Nursing

Md. Rashedul Islam, Dhaka, Bangladesh
B.S.Civ.Eng. (Bangladesh University of Engineering and Technology)
Postgrad.Dipl. (Chartered Institute ofProcurement & Supply)
Master’s (BRAC University)
Civil Engineering

Jerd Robert Jaborek, Vesper, WI
B.S. (University of Wisconsin-River Falls)
Animal Sciences

Wenhan Jia, Guangyuan, China
B.S. (Zhejiang University)
Chemical Engineering

Jian Jin, Shanghai, China
Bachelor’s (Shanghai Jiao Tong University)
Computer Science and Engineering

Christopher Allen Johnson, Columbus
B.S. (Francis Marion University)
Environment and Natural Resources

Adam Khalaf, Lima

Hyeong Jun Kim, Columbus
B.S. (University of California, Los Angeles)
Civil Engineering

Benjamin Ross Knost, Urbana
B.S. (United States Air Force Academy)
M.S. (Air Force Institute of Technology)
Computer Science and Engineering

Ashish Gupta Konda, Bangalore, KA, India
B.Engr. (Visvesvaraya Technological University)
Biophysics

Julie Katherine Langenfeld, Columbus
B.S. (Missouri University of Science and Technology)
Civil Engineering

Jenny Vi Le, Columbus
B.S. (University of California, Los Angeles)
Biophysics

Anthony James Lefeld, St. Henry
B.S. (University of Notre Dame)
Physics

Kevin Michael Lehtinen, Concord Twp.
B.S.Mech.Eng. Mechanical Engineering

Ziyang Lei, Shi He Zi, China
B.Engr. (Guilin University of Technology)
Civil Engineering

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Commencement Convocation, December 20, 2016

Jansen Charles Lenzo, Newcomerstown
B.S.Weld.Eng.
Welding Engineering

Shuang Li, Wenzhou, China
Bachelor's (Xidian University)
Computer Science and Engineering

Xia Li, Beijing, China
B.S. (China Agricultural University)
Computer Science and Engineering

Xiang Li, Upper Arlington
Bachelor's, M.S. (Tsinghua University)
Computer Science and Engineering

Zhuoran Li, Jinan, China
B.S.Cptr.Sci.Eng. (Beijing Institute of Technology)
Computer Science and Engineering

Bowen Liang, Bengbu, China
B.S. (Shanghai Jiao Tong University)
Mechanical Engineering

Nan Liang, Shiyan, China
Bachelor's (Wuhan University)
Computer Science and Engineering

Xi Lin, Shenzhen, China
B.S. (University of Cincinnati - Main Campus)
Chemistry

Brianna Lipscomb, Galena
B.S. (Miami University Oxford)
Human Sciences

Wade Howarth Litt, Lancaster
B.A. (Muskingum University)
M.S. (Ohio University)
Agricultural, Environmental and Development Economics

Cheng Liu, Columbus
B.Engr. (Tongji University)
Mechanical Engineering

Elizabeth Mary Loker, Hilliard
B.S.Nurs.
Nursing

Peter L. Lu, Columbus
B.A., M.D. (Northwestern University)
Medical Science

Daniel Joseph Lyons, Edmond, OK
B.S. (University of Dallas)
Chemistry

Nabeel Ali Mahmood, Rocky River
Bachelor's (Birzeit University)
Civil Engineering

Preston Kim Manwill, Columbus
B.S. (Southern Utah University)
Pharmaceutical Sciences

Nickolas Francis Martin, Copley
Industrial and Systems Engineering

Brian Sennett Mason, Zionsville, IN
B.A. (Denison University)
M.A. (Bluffton University)
M.S. (Purdue University)
Human Sciences

Sarah Elizabeth McClure, Grove City
B.A., B.S. (Miami University Oxford)
Nursing

Katie McCool, Pittsburgh, PA
B.S. (Allegheny College)
Comparative and Veterinary Medicine

Joseph Patrick McEnery, Worthington
Mechanical Engineering

Anne J. McGhee, Westerville
B.S.Nurs.
Nursing

Anne Marie McIntyre, Centerville
B.S.Nurs.
Health and Rehabilitation Sciences

Madeline JoAnn McIntyre, Columbus
B.S.Bus.Adm.
Human Sciences

Merve Merakli, Antalya, Turkey
B.S., Certificat, M.S. (Bilkent University)
Industrial and Systems Engineering

Karasi B. Mills, Orrville
B.S. (University of Washington)
Plant Pathology

Michelle Christine Miranda, Columbus
B.A. (University of Cincinnati)
Human Sciences

Hardik Mody, Mumbai, India
B.Pharm. (University of Mumbai)
Pharmaceutical Sciences

Paulo Montero Camacho, Alajuela, Costa Rica
B.S. (Universidad de Costa Rica)
Physics

Amanda Kay Montoya, Columbus
B.S. (University of Washington)
M.A.
Statistics

Molly K. Moran, Waddy, KY
B.F.A. (University of Kentucky)
Food, Agricultural and Biological Engineering

Kelly J. S. Morgan, Worthington
B.S.Nurs. (Otterbein University)
Nursing

Joan John Msuya, Morogoro, Tanzania
B.S. (Sokoine University of Agriculture)
Human Sciences

Anand Nagarajan, Mumbai, India
B.Tech. (Indian Institute of Technology Bombay)
Mechanical Engineering

Krystel Annines Navarro-Acevedo, Wooster
Bachelor's (University of Puerto Rico)
Plant Pathology
Julio Cesar Neira Gutierrez, Santiago, RM, Chile
TituloBach (Academia Politecnica Militar)
B.S. (Cranfield University)
Geodetic Science and Surveying

Michael Romanoff Orr, Akron
B.S.Weld.Eng.
Welding Engineering

Wei Pan, Shanghai, China
Bachelor's (Shanghai Jiao Tong University)
Electrical and Computer Engineering

Dimitrios Papantonis, Columbus
Bachelor's (National Technical University of Athens)
Electrical and Computer Engineering

Graciela Carolina Penso, Cypress, TX
B.S. (Texas A&M University)
Welding Engineering

Gina Ayana Price, Atlanta, GA
B.S.Agr.
Agricultural, Environmental and Development Economics

Hanming Qin, Qingdao, China
B.S.
Mechanical Engineering

Gurudatt Alias Vinayak Rao, Mumbai, India
B.Engr. (University of Mumbai)
M.Tech. (Indian Institute of Technology Bombay)
Electrical and Computer Engineering

Rachel Marie Reineck, Columbus
B.S.Nurs.
Nursing

Yanhai Ren, Nanyang, China
B.S., M.S. (Harbin Institute of Technology)
Mechanical Engineering

Mohammad Ali Rezaei, Columbus
B.S. (Amir Kabir University of Tech)
Master's (Tarbiat Modares University)
Biophysics

Katarina Genevra Rose, Budd Lake, NJ
B.A. (The College of New Jersey)
Mathematics

Spencer Alan Rudolph, Gates Mills
B.S.Cptr.Sci.Eng.
Computer Science and Engineering

Joyce Elizabeth Rudy, East Hanover, NJ
B.A. (Boston University)
Public Health

Craig Aaron Sacco, Alliance
Aeronautical and Astronautical Engineering

Janani Sampath, Bangalore, India
B.Engr. (Visvesvaraya Technological University)
Chemical Engineering

Eka Novita Sari, Wooster
B.S.Agr. (Bogor Agriculture University)
Horticulture and Crop Science

Joshua Pritchard Schimmel, Carlisle, PA
B.S. (Lehigh University)
Welding Engineering

Janani Sampath, Bangalore, India
B.Engr. (Visvesvaraya Technological University)
Chemical Engineering

Eka Novita Sari, Wooster
B.S.Agr. (Bogor Agriculture University)
Horticulture and Crop Science

Bradford Kent Talbert, Columbus
B.S. (Brigham Young University)
Physics

Minghao Tang, Guangzhou, China
B.Engr. (Guangdong Ocean University)
Industrial and Systems Engineering

Qianli Shen, Wuhan, China
B.S. (China Agricultural University)
Horticulture and Crop Science

Skyler Singh, Columbus
B.S. (University of Maryland, Baltimore)
Biomedical Engineering

Daniel Scott Stentz, Columbus
B.S., D.D.S.
Dentistry

Caitlin Erin Stripling, Ann Arbor, MI
B.S. (Michigan State University)
Atmospheric Sciences

Kyle B. Stritch, Carlisle, PA
B.S. (Lehigh University)
Welding Engineering

Xingchi Su, Changsha, China
B.Engr. (Central South University)
Electrical and Computer Engineering

Sanghyun Suh, Busan, Korea
B.S.Mat.Sci.Eng.
Welding Engineering

Xiaowen Sun, Dublin
B.S.Cptr.Sci.Eng.
Computer Science and Engineering

Xun Sun, Hangzhou, China
Bachelor's (Wuhan University of Science and Technology)
Electrical and Computer Engineering

Deepakrajanayak Sundaravaradarajan, Bures sur Yvette, France
Bachelor's (Ecole Nationale Superieure de Mecaniq et D'AeroTec)
Aeronautical and Astronautical Engineering
<table>
<thead>
<tr>
<th>Name</th>
<th>Degree/University/Country</th>
<th>Major/Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tekle Mebrahtu Tekle</td>
<td>B.S. (North Dakota State University)</td>
<td>Engineering</td>
</tr>
<tr>
<td>Bachelor's (University of Asmara)</td>
<td>Welding Engineering</td>
<td></td>
</tr>
<tr>
<td>Agricultural and Extension Education</td>
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</tr>
<tr>
<td>Deepa Thiagarajan</td>
<td>B.Tech. (Pondicherry University)</td>
<td>Electrical and Computer</td>
</tr>
<tr>
<td>M.S. (University of Bradford)</td>
<td>Engineering</td>
<td></td>
</tr>
<tr>
<td>Nathan Paul Titkemeier</td>
<td>B.S. (Ohio Northern University)</td>
<td>Integrated Biomedical Science</td>
</tr>
<tr>
<td>Luckey</td>
<td>Engineering</td>
<td>Graduate Program</td>
</tr>
<tr>
<td>Ahmet Bayram Toluc</td>
<td>B.A. (Kent State University)</td>
<td>Horticulture and Crop Science</td>
</tr>
<tr>
<td>Samsun, Turkey</td>
<td>Engineering</td>
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<tr>
<td>Bachelor's (Ondokuz Mayis University)</td>
<td>Engineering</td>
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<tr>
<td>Civil Engineering</td>
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<tr>
<td>Kristen Marie Towne</td>
<td>B.S. (Cornell University)</td>
<td>Environment and Natural</td>
</tr>
<tr>
<td>Brecksville</td>
<td>Resources</td>
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<tr>
<td>Abhinav Krishnendra Varma</td>
<td>B.S.Aero.Astro.Eng., Indore, India</td>
<td>Aeronautical and Astronomical</td>
</tr>
<tr>
<td>Aeronautical and Astronomical</td>
<td>Engineering</td>
<td></td>
</tr>
<tr>
<td>Anne Marie Vasick, Oxford</td>
<td>B.S. (University of Pittsburgh)</td>
<td>Civil Engineering</td>
</tr>
<tr>
<td>B.S. (Missouri University of Science and Technology)</td>
<td>Engineering</td>
<td></td>
</tr>
<tr>
<td>Arvind Venugopal, Vellore, India</td>
<td>B.S. (National Cheng Kung University)</td>
<td>Mathematics</td>
</tr>
<tr>
<td>B.Tech. (Amrita University)</td>
<td>M.S. (National Taiwan University)</td>
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<tr>
<td>Computer Science and Engineering</td>
<td>Industrial and Systems Engineering</td>
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</tr>
<tr>
<td>Brooklyn Kay Wagner, Columbus</td>
<td>B.S. (Sun Yat-sen University)</td>
<td></td>
</tr>
<tr>
<td>B.S. Agr.</td>
<td>Physics</td>
<td></td>
</tr>
<tr>
<td>Kyle Matthew Wald, Litchfield, MN</td>
<td>B.S. (St. Cloud State University)</td>
<td>Electrical and Computer</td>
</tr>
<tr>
<td>Zicong Wang, Wuhan, China</td>
<td>Engineering</td>
<td></td>
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<tr>
<td>Yujia Xiao, Shanghai, China</td>
<td>B.S.Elec.Cptr.Eng., Electrical and Computer</td>
<td>Engineering</td>
</tr>
<tr>
<td>Yuhua Xu, Shanghai, China</td>
<td>Engineering</td>
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</tr>
<tr>
<td>Yulou Yang, Columbus</td>
<td>B.S. (Lanzhou University)</td>
<td>Chemistry</td>
</tr>
<tr>
<td>Han Baek Yu, Columbus</td>
<td>B.S. (Seoul National University)</td>
<td>Mathematics</td>
</tr>
<tr>
<td>Yongze Yu, Wuhu, China</td>
<td>B.S. (Lanzhou University)</td>
<td>Physics</td>
</tr>
<tr>
<td>Qisheng Wu, Changzhou, China</td>
<td>B.Engr. (Nanjing University of Science and Technology)</td>
<td>Electrical and Computer</td>
</tr>
<tr>
<td>Hao Xue, Qingdao, China</td>
<td>Engineering</td>
<td>Engineering</td>
</tr>
<tr>
<td>Fei Yang, Beijing, China</td>
<td>B.S. (Beijing University of Civil Engineering and Architecture)</td>
<td>Civil Engineering</td>
</tr>
<tr>
<td>Sihan Yang, Beijing, China</td>
<td>B.S. (Universities)</td>
<td>Engineering</td>
</tr>
<tr>
<td>Matthew Austin Wright, New Albany</td>
<td>B.S. (Rose-Hulman Institute of Technology)</td>
<td>Aeronautical and Astronomical</td>
</tr>
<tr>
<td>Hsiao-Wen Wu, New Taipei City, Taiwan</td>
<td>Engineering</td>
<td></td>
</tr>
<tr>
<td>Hao-Hsiang Wu, New Taipei City, Taiwan</td>
<td>Engineering</td>
<td></td>
</tr>
<tr>
<td>Jiaxin Wu, Guangzhou, China</td>
<td>B.S. (University of Science and Technology)</td>
<td>Physics</td>
</tr>
<tr>
<td>Yongze Yu, Wuhu, China</td>
<td>B.S. (Lanzhou University)</td>
<td>Chemistry</td>
</tr>
</tbody>
</table>

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Matthew Alan Yurkovich, Columbus
B.S. Aero.Astro.Eng. Aeronautical and Astronautical Engineering

Soroush Zamanian, Dublin
B.S. (Islamic Azad University) Civil Engineering

Christina Louise Zerda, Edinburg, TX
B.S. Earth Sciences

Yujing Zhai, Beijing, China
B.S. (Peking University) M.S. Chemical Engineering

Xu Zhang, Baotou, China
B.Engr. (Tongji University) Computer Science and Engineering

Yongsheng Zhang, Benxi, China
Bachelor’s (Beijing Jiaotong University) Computer Science and Engineering

Zhengda Zhang, Harbin, China
B.S. (Harbin Institute of Technology) Electrical and Computer Engineering

Zicong Zheng, Foshan, China
B.Engr. (South China University of Technology) Computer Science and Engineering

Wei Zhou, Tianjin, China
B.S. (Nankai University) Ohio State Biochemistry Program

Qin Zhu, Shanghai, China Bachelor’s, Master’s (Shanghai University) Electrical and Computer Engineering

Sloan Miriam Zimmerman, Solon
B.S.Mech.Eng. (Harvard University) Mechanical Engineering

Molly Rom Comunale, Medina
B.S. (Miami University Oxford) Social Work

Roger Dale Hawkins, Shelby
B.S.Humn.Ecol. Social Work

Johnna Grace Kovach, Dublin
B.A. Social Work

Angela Renae Tyler, Columbus
B.S. (Loyola University Chicago) Social Work

Christine Elizabeth Wheeler, Marysville
B.S. (Otterbein University) M.A. (George Washington University) Social Work
Commencement Convocation, December 20, 2016

COLLEGE OF ARTS AND SCIENCES

Executive Dean: David C. Manderscheid

Peter L. Hahn, Divisional Dean
Arts and Humanities

Christopher M. Hadad, Divisional Dean
Natural and Mathematical Sciences

Janet M. Box-Steffensmeier, Divisional Dean
Social and Behavioral Sciences

BACHELOR OF ARTS

Ahlam Zaher Abdelmajid, Hilliard
Rebekah Anne Abel, Johnstown
Magna Cum Laude
with Honors in the Arts and Sciences

Taylor Kristen Abel, Holgate
Maryam Abidi, Maumee
Magna Cum Laude

Emma Ann Acheson, Athens
Summa Cum Laude

Collin Gregory Adams, Cincinnati

David Emmanuel Addison, Jr., Worthington
Cum Laude

Clement Adu Boahen, Westerville
Cum Laude

Habibah Faizatulmuna Ahmad, Jakarta, Indonesia

Victoria June Alesi, Arlington Heights, IL
Magna Cum Laude

Ekram Ahmed Ali, Columbus
Summa Cum Laude

Aubrie Anne Allen, Centerburg
Cum Laude

Christina Anne Allen, Hilliard
Cum Laude

Nicole Helen Almenar, Akron
Magna Cum Laude

Ameryst Danae Alston, Canton

Hana A. Amer, Gahanna
Natasha Marie Anderson, Shaker Heights

Hannah Brooke Andrews, Roswell, GA
Magna Cum Laude

Maria Zaharenia Androulakakis, Stow
Magna Cum Laude
with Honors in the Arts

Michael Amedeo Anese, Stow
Magna Cum Laude

Chloe Elena Aparcedo, Chicago, IL

David Mark Argaman, Rochester, NY
Harris Raine Atha-Simonton, Cincinnati
Anna Margaret Attea, Buffalo, NY
Cum Laude

Luke David Axelson, Pickerington
Lalka Atanasova Babaleeva, Petrich, Bulgaria
Alexander Christopher Bailey, Middletown
Cayli Elizabeth Baldwin, Middletown
Chase Woodhouse Baldwin, Cohasset, MA
Shannon Kathleen Ballman, Cincinnati
Cynthia L. Ballou, Plain City
Samantha Marie Barnett, Fairborn
Joe Thomas Barrett IV, Witchita Falls, TX
Mackenzie Victoria Bart, Brockway, PA
Rachel Marie Bartram, Columbus
Kelsey Lynn Basar, Brunswick
Lindsey Marion Basista, Cleveland
Amanda Baxter, Columbus
Benjamin Patrick Beall, Columbus
Summa Cum Laude

Andrew Silas Beals, Centerburg
Taylor Nicole Beard, Copley
Summa Cum Laude

Emma Joyce Mary Beaver, Gahanna
Magna Cum Laude
with Honors in the Arts and Sciences

Haley Noel Bedocs, Ashland
Stephanie Marie Belieu, West Chester
Cum Laude

Sarmoni M. Bell, Columbus
Delaney Nicole Bertino, Columbus
Magnie Philena Betz, Liberty Township
Alyssa Lynn Bhat, Dayton
Summa Cum Laude

Patrick James Bigley, Westerville
Michael George Billinghurst III, Canton
Cum Laude

Robert William Warren Bruner, Canton
Summa Cum Laude
with Honors in the Arts and Sciences

Bryan Christopher Bruns, East Pembroke
Blair Butler, Galion
Magna Cum Laude

Victoria Marie Byram, Hilliard
Zachary Alex Cain, Gahiersburg, MD
Lauren Elise Caldwell, Columbus
Gabriella Capogreco, Youngstown
Aren Huang Carman, Westerville
Stephen Michael Carr, Toledo
Jeffrey Raymond Casey, Lakewood
Maria Alexandra Chabali, Dayton
Magn Cum Laude
with Honors in the Arts and Sciences

Amandeep Singh Chahal, Delhi, India

Mitchell Allan Chan, Bel Air, MD
Alexa Nicole Chapman, Delaware
Summa Cum Laude

Hannah Claire Chelimsky, Fox Point, WI
Jessica Chen, Ada
Erin Elizabeth Chesko, Columbus
Melissa Mary Chilcote, Mount Gilead

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Charlotte Elaine Clark, Westerville  
Bobbie Jo Coates, Columbus  
Dwight David Coates, Columbus  
Jose Alejandro Cobo, Cali, Colombia  
Sophie Lee Coldiron, Los Altos, CA  
Dwight David Coates, Columbus  
Bobbie Jo Coates, Columbus  
Jose Alejandro Cobo, Cali, Colombia  
Sophie Lee Coldiron, Los Altos, CA  

Magna Cum Laude
Meghan Lindsey Coleman, Brunswick  
Alyssa Michelle Collier, Fort Meyers, FL  
Stephen Alexander Collier, Leesburg, GA  
Mackenzie Lynn Conley, Lima  
Kelsey Lee Cook, Columbus  
Christopher Michael Cooksey, Columbus  
Townshend Robert Cooper, Cincinnati  
Casey Barrett Coriell, Wheelersburg  
Stefon L. Corna, Rocky River  
Benjamin Ryan Corshen, Bethpage  
Daniel Aaron Coyle, Columbus  
Katherine Louise Craycraft, Columbus  
Larisa Therese Cribben, North Canton  
Nikieisha Lynn Cross, Columbus  
Allison Gail Crow, Columbus  
Marta B. Csejtjej, Columbus  
Alison Marlene Cummins, Warrenton, VA  
Madison Anne Curtis, Springfield, VA  
Ethan Bradford Cutlip, Waverly  
Cian Laine Dabrowski, Amaranth  
Julia Katherine Dagg, Fremont  
Zachary Duane Dallman, Grove City  
Jordan Eppl ey Davies, Columbus  
Allison Marie Dean, Columbus  

Cum Laude
Zachary Michael Lewis Dean, Mount Sterling  
Kristen Grace DeJongh, Lakewood, CA  
Leticia Faith DeLeon, Worthington  
David Allen Dempsey III, Huntington, WV  
Olivia Taylor Denzy, Loveland  
Hanna Grayce DePuy, Caldwell  
Carly Dawn Devereaux, Columbus  
Samantha Renee Devereaux, Louisville  
Caleb Daniel Devitt, Carrollton  
Levi Charles Dotson, Utica  
Merrilee Elizabeth Dresbach, Chillicothe  
Georgina Drury, Cincinnati  
Halle Morgan DuMoulin, Wellsville  
Brooke Ashley Dutton, Canal Winchester  
Kaitlin Nicole Earley, Hilliard  
Richard Edward Elliott, Ashville  
Anna Rose Flood, Dayton  
Jennifer Ashley Dienna, Columbus  
Aslynn Brooke Dilbone, Harrod  
Tianyu Ding, Shandong Province, China  
Lauren Elyse DiSalvo, Columbus  
Shengchen Dong, Jilin, China  
Eirin Mackenzie Machle Donovan, Worthington  
Levi Charles Dotson, Utica  
Merrilee Elizabeth Dresbach, Chillicothe  
Georgina Drury, Cincinnati  
Halle Morgan DuMoulin, Wellsville  
Brooke Ashley Dutton, Canal Winchester  
Kaitlin Nicole Earley, Hilliard  
Faith Morgan Radde Edwards, Berrien Springs, MI  
Jessica Anne Eichenlaub, Elyria  
Brittany Ann Elia, Tenafly, NJ  
Elda Morue Flood, Belpre  
Courtney Paige Elliott, Dublin  
Richard Edward Elliott, Ashville  
Nicole Marie Ellis, Findlay  
Brittain Lee Eltswich, Chardon  
Austin Thomas Emmens, Delaware  
Claire Elizabeth Enderle, Columbus  
Brian Erlich, New Albany  
Jordan Colleen Espino-Arizu, Cardington

Summa Cum Laude
Justin Avery Eyer, Worthington  
Craig Alan Fada, Columbus  
Thomas Patrick Feerick, Zanesville  
Sydney Marie Feldhaus, Cincinnati  
Laura Emily Fend, Cincinnati  
Christopher Thomas Field, Toledo  
Charles Edward Fisher, Prospect, KY  
Michael William Fisher, Mansfield  
Brian Patrick Flaherty, Cincinnati  
Anna Rose Flood, Dayton  
Summa Cum Laude
Bashheera Muslima Foggie, Columbus  
Carolyn Elizabeth Fox, Centerville  
Jenna Kiran Fox, Gahanna  
Marie Anne Fuerst, Columbus  
Jeffrey Edward Fuller, Columbus  
Alexandra Marie Fuxa, San Juan, Puerto Rico  
Conrad Gaininski, Chicago, IL  
Melanie Elizabeth Gaitten, Grove City  
Jiaxin Gan, Guangzhou, China  
Laura Brooks Gannon, Urbana  
Alden Elizabeth Gardiner, Maumee  
Megan Julie Garner, Avon  
Jackson Phillip Garrity, Columbus  
Summa Cum Laude  
Joshua David Frilling, Fort Loramie  
Mariah Sue Ann Fuerst, Columbus  
Jeffrey Edward Fuller, Columbus  
Alexandra Marie Fuxa, San Juan, Puerto Rico  
Cum Laude
Conrad Gaininski, Chicago, IL  
Melanie Elizabeth Gaitten, Grove City  
Jiaxin Gan, Guangzhou, China  
Laura Brooks Gannon, Urbana  
Alden Elizabeth Gardiner, Maumee  
Megan Julie Garner, Avon  
Jackson Phillip Garrity, Columbus  
Magna Cum Laude
Joshua Paul Groehart, Pickerington  
Peter Michael Geraghty, Middletown, RI  
Devan Aja Gibson, Chiayi, Taiwan  
Ryan Nicole Gifford, Cincinnati  
Tessa Marie Gilcher, Canal Winchester  
Magna Cum Laude
Clay Anthony Gilkerson, Powell  
Magna Cum Laude
Nicholas Rossi Giorgi, Chardon
Hannah Grace Girton, Washington Court House
David James Gliebe, Brunswick
Jessica Leevette Glover, Cleveland
Nicholas William Glynn, Gahanna
Adam A. Goerlitz, Columbus
Madyson Joye Goodfleisch, Ashville
Brenea Jillian Gordon, Bedford Heights
Hannah Mae Grace, Centerburg
Magna Cum Laude
Brigid Anne Graham, Akron
Madeline Skye Graham, Upper Arlington
Katherine Lynann Grant, Monclova
Devin Thomas Gray, Springfield, VA
Jeffery Dwayne Gray, Fort Thomas, KY
Summa Cum Laude
Teresa Faye Green, Pickerington
Kimberly Dianne Greulich, Gahanna
Marcus Jordan Grice, Ramstein, Germany
Andra Larks Griffin II, Maple Grove, MN
Tyler A. Griffin, Canal Winchester
Adam Matthew Griffith, Miamisburg
William Patrick Grimm, Cleveland
Alexander William Gross, St. Clairsville
Summa Cum Laude
Mallory Joy Gruich, Wadsworth
Rachel Lyn Guarino, Willoughby Hills
Natalie Elena Guido, Olmsted Falls
Yameng Guo, Qingdao, China
Andrew James Gutierrez, Bay Village
Cum Laude
Dylan Matthew Haines, Lexington
Maria Celestina Hamman, Dublin
Jessica Marie Hanson, Kansas City, MO
Cum Laude with Honors in the Arts and Sciences
Alfred Wick Hardenbergh, Cincinnati
Stephanie Ann Harkin, Upper Arlington
Alisha Kelly Harris, San Diego, CA
Meka Michelle Hart, Gahanna
Monica Blake Hartzler, West Liberty
Alexander Harvey, Centerville
Magna Cum Laude
Madison Marie Haupricht, Toledo
Ryan Lloyd Heil, Hinckley Cum Laude
Anthony John Hein, Dublin
Edward Joseph Held III, Columbus
Lindsey Heldenbrand, Ashland
Ryan Edward Helle, Oak Harbor
Addison James Hennen, Columbus
Ruth Jinhee Heo, South Korea
Sarah Sue Herman, Edgerton
Samuel Jacob Herold, Powell
Rodney Lee Hiderbrandt, Westerville
Magna Cum Laude
Justin Chun-Wai Ho, Lewis Center
Cory Lynn Hohenstein, Gahanna
Sara Hunter Holloway, Hilliard
William Hale Holtkamp, Cleveland
with Research Distinction in Sociology
Nathan Cole Honecker, New Philadelphia
Ezekiel Scott Honegger, Lake Zurich, IL
Andrew William Hoolihan, Worthington
Dilan Michael Hooper, Marion
Austin Hauge Horner, Upper Arlington
Patricia Kathleen Hosler, Logan
Magna Cum Laude
Bryan Nathaniel House, Clyde
Erin Elise Howard, Columbus
Megan Abigail Howe, Granville
Courtney B. Howell, Kenton
Shannon M. Hrabak, Columbus
Zhenhui Jiang, Beijing, China
Vaughn Ashton Blake Hunt, Aurora
Alanna Christine Hurdy, Lancaster
Magna Cum Laude
Taylor John-Edward Hurff, Sewell, NJ
Laura Kathryn Hurst, Columbus
Eyad Husseine, Pickerington
AdaObinna Marcaniqua
Ijomah, Columbus
Magna Cum Laude
Afnan Mohammed Iseleem, Gaza, Palestine
Hallie Rebecca Israel, Orange Cum Laude with Research Distinction in Criminology
Doyle Aaron Jackson, Jr., Hilliard
Nicholas Alan Jackson, Sandusky
Laura Janeann Jameson, Sidney
Blake Edward Jarvis, Troy
Tyler Kennedy Jaschke, Des Moines, IA
Kari Beth Jasinski, Columbus
Bo Jensen Jenkins, Lakewood
Kacie Lynn Jewett, Galena
Christopher Matthew Johnson, Grove City
Clarence M.n. Johnson, Cleveland
Laura Kali Johnson, Milford Cum Laude
Richard Alexander Johnson, Marysville
Sarah Elizabeth Johnson, Columbus
Layla Kahaulani Johnston, Cleveland
Keshawn Allen Demond Jones, Toledo
Maria Frances Kahan, Columbus
Cum Laude
Tori Elizabeth Kanicki, Pierpont
Anjali Sunila Kanwar, Blacklick Magna Cum Laude
Alison Pearl Kearney, Long Beach, CA
Isaac Joseph Kebe, Columbus
Philip James Kebe, Columbus
Cum Laude
Bradley Ray Kelly, Alexandria
Kendra Ann Kelly, East Liverpool
Kirby Elizabeth Kelly, Twinsburg
Cum Laude
Marean Amelia Jane Kennedy, Columbus
Emily Anne Kenney, Mason Magna Cum Laude
Dillon Michael Kern, Loveland
Maximilian Paul Kerns, Medina
Mathew Spencer Kessler, Boca Raton, FL
Momina Khatri, Austin, TX
Summa Cum Laude
Daniel Thomas Khourie, Columbus
Bo Sung Kil, Seoul, Korea
Byung Chan Kim, Seoul, Korea
Magna Cum Laude
Hyunwoo Kim, Seoul, Korea
Tae Young Kim, Columbus
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Commencement Convocation, December 20, 2016

Lindsey Annamaria
Kinderdine, Kalamazoo, MI
Cum Laude

Brandon Andre Kittle, Newark
Shaina Marie Klammer, Perrysburg
Aaron Michael Kleespies, Cincinnati
Kevin Matthew Knipe, Napoleon
with Research Distinction in Sociology

Max Brandon Kogan, Cleveland
Kody Allen Kohler, Wapakoneta
Raneem Ameed Kokash, Columbus
Mark Alan Kolat, Mentor
Summa Cum Laude

Lauren Nikol Kolberg, Mount Vernon
Yuliya O. Kotova, Columbus
Jacob Michael Kovach, Huron
Michelle Troy Kowaleski, Westerville
Sarah Grace Koza, Lima
Lydia Jo Kruse, Gahanna
Ryan Howard Kuebler, Hilliard
Troy Alan Kuhn, Zionsville, IN

George Garentino Kutrolli, New London, CT
Cum Laude

Christopher Michael Kuzak, South Amherst
Katie Renee Lament, West Liberty
Jenna Marie Landuyt, Groveport
Steven Sing Lao, Jr., Gahanna
Madison Amara Laskarzewski, Cincinnati
Cum Laude

Corey Robert Leasure, Smithfield
Colin Henry Lee, Sylvania
Connie Pei Ying Lee, Malaysia
Cum Laude

David Jinn Lee, Columbus
Keunwoo Lee, Seoul, Korea
Jaclyn R. Lehman, Heath
Magna Cum Laude
Alyssa Rose Leonard, Westerville
David Christian LePera, Romeoville, IL
Hunter Stephen Lepi, Zanesville
Sarah Elizabeth Lewis, Westlake
Taylor Jae Lewis, Canton
Tyguan Dominique Lewis, Tarboro, NC
Chaoyun Li, Beijing, China
Duan Li, Feng Cheng, China
Sung Hyun Lim, Seoul, Korea
Chang Liu, Nanjing, China

Kevin Timothy Livingston, Cameron Park, CA
Cum Laude

Timothy Earl Loesch, Mason
Christina Nicole Lograsso, Highland Heights
Cory James Long, Ashland
Monica Ashley Loper, Dublin
Frank J. Loredo, Cincinnati
Haley Shaw Losacco, Columbus
Allison Elizabeth Loughry, Hudson
Cum Laude
with Honors in the Arts and Sciences

Taylor Latrice Love, Columbus
Kayla Faye Lowery, New Philadelphia
Taylor Alexis Ludwig, Lima
Magna Cum Laude
Park William Lukich, Pickerington
Kasi Brooke Lumbatis, Newark
Elizabeth Helen Lutz, West Jefferson
Peter Quinn Lyon, Bothell, WA
Pinqi Lyu, Jiangsu Province, China

Courtney J. Machan, Canton
Suneil K. Maddali, Westlake
Roger Allen Madison, Columbus
Cum Laude

Emily Marie Magill, McDonald
Magna Cum Laude
Azafirah Chafanti Aurea Maldonado, Columbus
Zachary Benjamin Maley, Huber Heights
Najam Iqbal Malik, Akron
William Sebastian Malley, Brecksville
Kyle Matthew Maloney, Dublin
Jennifer J. Marion, Hammond, IN

Kristy Linn Marshall, Circleville
Brianna Kelsie Martin, Newark
Jonathan Kenneth Martin, Galena
Kyle Michael Massey, Cincinnati
Joseph Matalon, Pataksala
Cody Franklin Maynard, Hebron
David Nathaniel Mayo, Columbus
Patrick Michael McBride, Powell
Alyssa Lauren McClain, Cincinnati
Emily Frances Ruch McClintock, Granville
Magna Cum Laude

Emory Sophia McCorkle, Chillicothe
Caitlyn Marie McCoy, Ashland
Matthew Clare McCoy, Marysville
Summa Cum Laude

Miles Miller McCoy, Grove City
Tai Anthony McCurdy, Mohawk
Collin Kathleen McGarrett, Austin, TX
Maxx Robert McKenna, Coshocton
Javona Shawnte McKinney, Springfield, VA
Kavin Rex McLaughlin, Jr., Baltimore, MD
Sean McManus, Strongsville
Lyndsey Ann McMath, Uhrichsville
Mallory Alexis McMullen, Columbus
Madison Ann Means, Columbus
Angela Maria Medina, Sanford, NC
Josh Rainier Lucas Medrano, Cincinnati
Ross David Meeker, Westerville
Casey Lee Mehli, Bellefontaine
Cum Laude

Christin Elizabeth Meiburg, Columbus
Cum Laude

Pedro David Mejia, Jr., Canton
Shawn Meme, Fort Lauderdale, FL
Trevor Allen Mendes, Houston, TX
Luke Michael Mesiano, Shaker Heights
Magna Cum Laude
with Honors in the Arts and Sciences

Kate Lynn Michaels, Lexington
Alexander Douglas Migliore, Dover
Gabriel Scott Miller, Ashland
Leann Christine Miller, Bellefontaine
Sydney Rebekah Miller, Columbus
Vincent Jerome Miller, Columbus
Leah S. Minor, Columbus
Cum Laude

Ashkhan Michael Moghadam, West Hills, CA
Sarah Molitor, Cincinnati
Cum Laude

Rachel Caroline Monnin, Mason
Kyle Kenton Montier, Dublin
Rebecca Nicole Morford, Toledo
David Morgan, Oldsmar, FL
Madison Marie Morr, Powell
Bailey Annmarie Morris, Copley
Moenique Morris, Canal Winchester
Megan Leigh Morrison, Merrill, MI
Magna Cum Laude
with Honors in the Arts and Sciences
Austin Christopher Moyer, Marysville
Ryan Phillip Mulholand, Powell
Kelichi Murayama, Tokyo, Japan
Cum Laude
Zach Tyler Murphy, Hamilton
Alexander Joseph Myers, Canton
Elizabeth Caroline Myers, North Ridgeville
Andrew Pierce Mylar, Columbus
Aamir Nabeel Nabeel, North Royalton
Conor John Neary, Dayton
Brianna Rachel Neff, Cincinnati
Megan Elizabeth Neff, Columbus
Ashley Lynn Nelson, New Philadelphia
Rebecca Marie Nelson, Springboro
Cum Laude
Tiko Korei Nelson, Mason
Karla Neninger, Tampa, FL
Carol Frances Newbauer, Cincinnati
Cum Laude
Noah Van Nguyen, Fort Mill, SC
Summa Cum Laude
Yi Nian, Beijing, China
Summa Cum Laude
Damon Allen Nicely, Elkhart, IN
Meredith Ann Niehaus, Toledo
Cum Laude
Kevin Thomas Niehoff, Mason
Winston Njomin, Medan, Indonesia
Morgan Taylor Norman, Bellevue
Amanda M. Norris, Zanesville
Barbara A. Norris, Heath
Kody Michael Novak, Sunbury
Milana Novgorodsky, Columbus
Cum Laude
Seth Alan O’Brien, Columbus
Trevor Riley O’Hara, Kettering
Magna Cum Laude
with Honors in the Arts and Sciences
Daniel Christopher O’Kane, Chagrin Falls
Dylan Eamon O’Neill, Branford, CT
Cum Laude
Aubrey Anne Oiler, Marion
Katie Ann Olson, Van Wert
Tomas Ortiz, Cincinnati
Derrick Graham Overholt, Urbana
April Tracy Overly, Columbus
Summa Cum Laude
Derek R. Pack, Marysville
Riane Aubrey Paige, Pickerington
Amber Elaine Parish, Detroit, MI
Cum Laude
Leeseul Park, Seoul, Korea
Magn Cum Laude
Ryan Glenn Parr, Mentor
Joseph Larry Patterson, Nashport
Tyler Allen Payne, Hilliard
Chase G. Pendergrass, St. Paris
Cum Laude
Chad Joseph Pennebaker, Macedonia
Zachary L. Perez, Ventura, CA
Christian Lee Perry, Pataskala
Tayor Kaye Perry, Springfield
Magn Cum Laude
Katherin Sara Perse, Hudson
Summa Cum Laude
James Arthur Phillips, Broadview Heights
Magn Cum Laude
Monica Marie Phipps, Cincinnati
Cum Laude
Vicky Phipps, Fairfax, VA
Aaron Michael Pincus, Chagrin Falls
Summa Cum Laude
Connor Alec Plensdorf, Grass Lake
Magn Cum Laude
Kelsey Lee Pohlin, Delphos
Cum Laude
Roberto Antonio Pomales Albino, Akron
Cameron April Prantl, Ashville
Ashon Marie Preston, Chillicothe
Magn Cum Laude
Ryan Allen Price, New Washington
Amanda Lauren Pyle, Lancaster
Jackson Christopher Quier, Logan
Kaitlyn Rabe, Hilliard
Magn Cum Laude
with Research Distinction in International Studies
Natalie Frances Radaci, Worthington
Cum Laude
Joseph Raphaell Ragan, Woodville
Christopher Levi Ratiiff, West Portsmouth
Cassidy Joy Rausch, Unionville Center
Alayna Corinne Reckner, Columbus
Cum Laude
Terry Lee Redman, Columbus
Christa Anne Reffey, Bucyrus
Megan Marie Renner, Columbus
Matthew Devin Reny, Toledo
Shelby Michele Revalee, Columbus
Cum Laude
Mohri Reza Gholi Lalani, Columbus
Cum Laude
Hee Sang Rheu, Buffalo, NY
Cum Laude
Eric Carl Richard, Hollidaysburg, PA
Magn Cum Laude
Megan Elizabeth Richardson, Covington
Daniel Mark Richtand, Cincinnati
Magn Cum Laude
Adam Gregory Rickabaugh, Columbus
Benjamin Elias Riedmiller, Rushsylvania
Alexander Carlton Riegler, Bradenton, FL
Lexie Marie Rindler, Fort Loramie
Magn Cum Laude
Amber Pauline Rinehart, Ontario
Stephanie A. Rios, Dublin
Doug S. Roberts, Columbus
Andrea Jean Robertson, Mount Gilead
Clint Logan Robinson, Bellbrook
Popy Lynn Rockhold, Lucas
Cum Laude
Sarah Jessica Rodriguez, Dublin
Ellie Jessica Kate Rogers, Bellevue, WA
Lucas Daniel Rogers, Gahanna
Seneca Rae Rogers, Maumee
Magn Cum Laude
Jessica Jean Roller, Hubbard
Hailey Michelle Ross, Pickerington
Damon James Rothgeb, Columbus
Emma Jane Royce, Thames Ditton, Surrey, England
Jerry Lee Rudolph III, Plain City
Tannar Danyel Rutschilling, St. Mary’s
Cum Laude
James Emerson Ryan, Columbus
Kevin Joseph Rywalski, Toledo
Derek Lawrence Saad, Eastpointe, MI
Bradan Elijah Saalfeld, Long Beach, CA
Megan Danielle Sand, Chagrin Falls
Seema Sandhu, Streetsboro
Adrienne Eloisa Santos, Holgate
Benjamin Reed Sarkis, Akron
Sydney Jane Schaefer, Powell
Magna Cum Laude
David Brian Schatz, Calabasas, CA
Garrett Lee Schling, Findlay
Justin Lee Schnee, Delaware
Jayna L. Schneider, Dublin
Magna Cum Laude
Sarah Nicole Schneider, Chardon
Andrea Michelle Schröeder, Toledo
Zachary Edward PerDue
Schultz, Madison
Nicholas Gregory Schwab, Westerville
Juan Manuel Schwartzman, Shaker Heights
Kaitlyn Paige Schwieterman, Delphos
Kelley Danielle Selhorst, Ottawa
Magna Cum Laude
Derek John Sepelak, Bellefontaine
Hannah Leeah Shank, North Baltimore
Brian Shannon, Cincinnati
Heather Elaine Shappard, Marion
Shannon Nicole Shenefield, Delaware
Cum Laude
Chorok Shin, Palisades Park, NJ
Ehsan Mahalati Shirazi, Dublin
Andrew David Shisler, Sugar Grove
Cum Laude
Ross Patrick Shoopman, Dublin
Austin Robert Siemer, Westerville
Cody Phillip Siemer, Westerville
Sarah GraceSiewe, Centerville
Cum Laude
Kendyl Justine Sinai, Columbus
Arielle Elizabeth Sinclair, Hilliard
Steven Siphengpheth, Harrisonburg, VA
Kandyce Starr Smallwood, Hamilton
Aubrey Taylor Smith, Cincinnati
David Turner Smith, Bexley
Cum Laude
Savannah Leigh Smith, Atlanta, GA
Tiffany Michelle Smith, Columbus
Michael Joseph Smolinski, Columbus
Joseph E.B. Snider, Somerset
Alexander Jordan Snyder, Rocky River
Katherine Nicole Snyder, Columbus
Cum Laude
Lauren Kathleen Snyder, Newark
Wade Tyler Sockman, Washington Court House
Mallory Rene Sodders, Hilliard
Xitong Song, China
Cum Laude
Darcy Elizabeth Sorrell, Lexington, KY
Summa Cum Laude
Marijan Souayvixay, Columbus
Emily Lorraine Sowski, Anaheim Hills, CA
Connor Nordstrom Spears, Bellbrook
Jacqueline Nicole Spence, Westerville
Collin Brooks Spencer, Shreve
Cum Laude
Jessica Nicole Spletter, Marysville
Olivia Ann Stanley, Brunswick
Dylan Shane Stalter, New Philadelphia
Cum Laude
Joshua Dunham Stemen, Westerville
Connor Alexander Stephan, Massillon
Matthew William Stephens, Springboro
Francis Brooks Stephenson, Dayton
Magna Cum Laude
Christopher Ray Stertzbach, Louisville
Summa Cum Laude
Makenzie Soleil Stewart, Powell
Ryan Stewart, Zanesville
Michael Chacon Stillwagon, Columbus
LeeAnn Vivian Stone, Pickerington
Kara Alexandra Straight, Massillon
Mitchell Steven Stronczek, Fort Wayne, IN
Dongdong Su, China
Christa Nicole Suevo, Delphos
Daniel J. Summers, London
Huining Sun, Beijing, China
Summa Cum Laude
Brianne Elise Szymanski, Toledo
Magna Cum Laude
Natalie Rose Talerico, Parma Heights
Summa Cum Laude
Jordan M. Tank, Marysville
Zhengyi Tao, Nanjing, China
Magna Cum Laude
Tadas Jonas Taraskevicius, Chesterton
Zachary Ryan Tateman, Vandalia
Veronica Jeanne Taylor, Gibsonburg
Dominique Alexandra Thomas, Lisbom
Cum Laude
Xavier Vincent Thomas-Hughes, Cleveland
Magna Cum Laude
Trevor Alexander Thompkins, Olympia Fields, IL
Amber Renee Thompson, Pataskala
Daniel James Thompson, Louisville
Nicholas Joseph Thompson, Piqua
Cum Laude
Tanner Grant Thompson, Brecksville
Kylie Zunru Tien, Ithaca, NY
Cum Laude
Kaleigh Rose Timko, Buffalo, NY
Gabriella Allyce Tizziano, Worthington
Amanda Cristina Tovar, Zanesville
Jessica N. Townsend, Millersport
Brendan Crawford Trago, Lexington
Phuong T. Tran, Dayton
Magna Cum Laude
Brad Allen True, Huntsville
Bethani Nicole Turley, Charleston, WV
Summa Cum Laude
with Research Distinction in Comparative Studies
Kenneth James Turscak, Medina
Summa Cum Laude
Alyssa Ann Uller, Canton, MI
Peter Nagy Vaccarella, Columbus
Cheyenne Vanfossen, West Lafayette
Kayla Diane Vannatta, Baltimore
Annabel Varanese, Columbus
Philip Michael Varble, Columbus
Samantha Nicole Vasquez, Columbus
468
Katherine Ashley Verde, Cleveland  
Magna Cum Laude

Ina Verija, Columbus

Emily Loren Vinsel, Gahanna  
Maria Vlasie, West Lake  
Magna Cum Laude

Jaclyn Joyce Volney, Grafton

Anne Louise VonderBrink, Kettering

Maggie Nicole Wagner, Xenia  
Magna Cum Laude

India Ma-Lea Walker, Joliet, IL

James Joseph Walker, Findlay

Sonikqua Oprah Walker, Atlanta, GA

Christopher Robert Wallace, Westerville

Emily Rose Walter, Westerville

Li Wang, Kunming, Yunnan, China  
Magna Cum Laude

Luling Wang, Beijing, China

Nemin Wang, Shanghai, China

Zheng Wang, Xuzhou, China

Emily Marie Warburton, Westerville

Spencer James Warholic, Medina

Victoria Warren, Solon

Ikran Jama Warsame, Charlotte, NC

Lindzey Marie Watson, Westerville

Mary Dupuis Watson, Richmond, VA

Savannah Aaren Weatherington, Cincinnati  
Cum Laude

Kristen Marie Weimar, Columbus

Mark Richard Welther, Dayton

Ying Weng, Shanghai, China  
Magna Cum Laude

Benjamin David Wenger, Columbus

David Roberts Werst, Lima  
Wesley William Wernstuk, Sr., Westerville

Laura Ashley Werts, Westerville

Teresa L. Westervelt, Galena

John Wayne Whitehead, Bellefontaine

Corbin Michael Whitis, Dublin

Camille Jaél Whyte-Henry, Columbus

Kelly Nicole Widerschein, Dublin

Magna Cum Laude

Brantley Williams, Canyon Country, CA

Lawrence Lentry Williams, Cleveland

Robert Johannes Williams, Orville  
Summa Cum Laude  
with Research Distinction in English

Courtney Louise Williamson, Columbus

Jake Alexander Wilson, Cleveland  
Cum Laude

Alexis Christine Winters, Dayton

Kristen Leigh Wisecarver, Powell

Jackson Douglas Wolfe, Granville

Bryce Jackson Wood, Ashland

Jennifer Amanda Wright, Newark

Langi Wu, Hilliard

Harrison Liu Xu, Columbus

Shinan Xu, Nanjing, China  
Magna Cum Laude  
with Research Distinction in English

Xiran Xu, Zhengzhou, China

Yuqin Yang, Changzhou, China

Kristin Nicole Yannacey, Delaware

Joshua Simon Yen, Columbus

Jasmine Suzahn Yetts, Columbus  
Magna Cum Laude

Jonathan Matthew Yoesting, Bellefontaine

Eriin Allison Yonchak, Cincinnati  
Magna Cum Laude

Benjamin Harrison Young, Lima

Fallon Ladan Zakeri, Toledo  
Magna Cum Laude  
with Honors in the Arts and Sciences

Justin Michael Zetts, Youngstown

Ge Zhang, Tianjin, China  
Cum Laude

Rongbin Zhang, Kunming, Yunnan, China

Zhihui Zhuang, Shanghai, China

Alexandria Zlojutro, Brecksville  
Magna Cum Laude

Mariesha Catanna Gibson, Cincinnati

Lauren Nicole Holley, Mentor

Samuel O'Reilly Kayuha, Columbus

William Michael Kosileski, Cleveland

Magna Cum Laude

Jillian Noelle McVicker, Metuchen, NJ

Nathan John Rubinstein, Southbury, CT

Abigail Elfriede Secker, Cincinnati  
Cum Laude  
with Honors in the Arts and Sciences

Stephanie Nicole Wise, Hilliard

BACHELOR OF ART EDUCATION

Amaad Adnan Shehabi, Columbus  
Cum Laude

BACHELOR OF FINE ARTS

Victoria June Alesi, Arlington Heights, IL

Magna Cum Laude  
with Honors in the Arts  
with Distinction in Dance

Jordan M. Baker, Columbus  
Austyn Quinn Dropsey, Mansfield

Allison Ann Dudney, Springfield

Chloe Nicole Faherty, New Albany  
with Distinction in Art

Cari Michelle Gaynes, Closter, NJ

Cum Laude

Gregory Nathan Khutoryan, Cleveland

Alec Michael Licata, Centerville

Ryan Edward Mann, Medina  
Brandon Mark Messner, Mentor

Magna Cum Laude

Margaret Ruth Morrison, Columbus

Cum Laude

Jordyn Mikaela Scott, Columbus

Magna Cum Laude

Ann Elizabeth May Stults, Toledo

Cum Laude

Derek Joseph Swinhart, Cornwall, VT

Matthew Thomas Takacs, London  
Cum Laude

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Allison Claire Bugenstein, Westerville

Jingwen Chen, Fujian, China  
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Breanna Celeste Crye, Toledo  
Maria Julia Fernandez, Westerville

Cum Laude
Kayla Consuela Tate, Columbus  
Cody Wittekind, Marietta  
Elean Yang, Westerville  
Sheila Nuchia Zeng, Louisville, KY  
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haid, Masai, Johor,
Malaysia

Julie Kathleen Morell, Avon
Lake
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<td>Coto de Caza, CA</td>
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<td>Elisha Lee Jones, Columbus</td>
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<td>Melat Girma Kassahun,</td>
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<td>Brooke Nicole Kelley, Marion</td>
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<td>HanBee Kim, Columbus</td>
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<td>Alonna B. Kleckley, Columbus</td>
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<td>Jacob Edward Knapp, Grove City</td>
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<td>Kwame Larbi-Korang, Columbus</td>
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<td>Sarah I. Lehn, Mount Gilead</td>
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<td>Allison N. Miller, Miamisburg</td>
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<td>Thurayya Hashem</td>
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<td>Jiaan Amir Mooers, Columbus</td>
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<td>Amandaire Marlee Mortensen,</td>
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<td>Rachael Myers, Cincinnati</td>
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<td>SYdney Michelle Neff</td>
<td>Commercial Point</td>
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<td>Katherine Taylor Nelson</td>
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<td>Haley Vanessa Newton, Canal Winchester</td>
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<td>Quoc-Hao Tran Nguyen, Chillicothe</td>
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<td>Jessica Paige Nincehelser,</td>
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<td>Chukwukwesiri Njoku, Dublin</td>
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<td>Antonio Nocevski, Reynoldsburg</td>
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<td>Kyle David Nugent, Baltimore</td>
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<td>Chelsea Brooke O’Connor,</td>
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<td>Daniel John O’Flaherty,</td>
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<td>Megan Brook Oder, Mount Gilead</td>
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<td>Sheridan Brooke Oliver,</td>
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<td>Gregory Scott Oman, Columbus</td>
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<td>Emmanuela Oppong, Columbus</td>
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<td>Taylor Marie Ort, Etna Ayotomiwa Oluwasen</td>
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<td>Owoeeye, Cincinnati</td>
<td>Zachary Michael Padovan,</td>
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<td>Sawyer Dean Parrott, Marysville</td>
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<td>Harshit D. Patel, Columbus</td>
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Panthini Patel, Westerville
Andrew Michael Paternoster, Westerville
Olmares Pena, Columbus
*Magna Cum Laude*
Alan A. Perez-Pere, Canton
Rory Scott Perlman, Cincinnati
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Ryan William Petrou, Medina
Medina
Kevin Phan, Pickerington
Eli S. Philpott, Johnstown
Francesco Joseph Platania, Pickerington
Alec Joseph Posterli, Westerville
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Monica Rinderle, Newark
Jazlleine Destiny Rivas, Chicago, IL
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Kellin Ann Ryan, Perrysburg
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Alivia Nicole Salyer, Blacklick
Zeyna Samba, Columbus
Justin Wade Sanders, Pickerington
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Brenna Schlegar, Cincinnati
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Leisha Nicole Stainer, Columbus
Beverly Grace Steele, Cincinnati
*Summa Cum Laude*
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Carli Makenzie Swisher, Morral
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*Nadia Rocha Volpini, Powell
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Kevin Wang, Vandalia
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Shelby Nicole Weber, Centerburg
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Logan Herschel Martin, Wilburn, Bucyrus
Christian David Wilkoski, Centerburg
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Kyle J. Williams, New Lexington
Taylor Nicole Williamson, Continental
Scott Lee Willis, Kingman, AZ
Megan Ashley Wittkopf, Lewis Center
Morgan Scott Wright, Johnstown
Dakota Yates, Pataskala
Mattison Renee Young, St. Clairsville
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McKenzie Brienne Young, Marion
Sarah Brooke Zavarelli, Groveport
Elizabeth Marie Zehala, Columbus
*Cum Laude*
Amanda Marie Zelnik, Columbus

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Dean: Anil K. Makhija

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Ryan Nicholas Agler, Van Wert
Hussein Ahmad Ali, Columbus
Zahra S. Almoosawi, Sharjah, UAE
Matthew Holmes Arnold, Columbus
Aaron Alden Artis, Pickerington
Chandler Flagg Austin, Sylvia
Shane Michael Austin, Columbus
Ashton Marie Bailey, Plain City
Spence D. Bailey, Kenton
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Parker Johnson Bayer, Toledo
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Zachariah Anthony Berardi, Centerville
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Nick Alexander Catsichtis, Flushing, NY
*Cum Laude*
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Siying Chang, Nanjing, China
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Lahari Chatla, Dublin
Baobao Chen, Dongguan, China
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Xiaobin Chen, Shenzhen, Guangdong, China
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Xiaomin Chen, Shantou, China
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Xinmei Chen, Ningbo, Zhejiang, China
*Cum Laude*
Haiyan Cheng, Taiyuan, China
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Sarah Kathryn Comella, Powell
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Joanna Kay Cook, Tiffin
Thomas John Coon, Dublin
Tanner Gene Cosphey, Antwerp
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Wesley Leonard Cowell, Tipp City
Jonathan Houston Cremeans, Marietta
*Magna Cum Laude*
Andrew Joseph Crist, Circleville
*Cum Laude*
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Tess Murphy Cummins, Cleveland
Anna Dai, Hefei, Anhui, China
Jiaben Dai, Shaoxing, Zhejiang, China
Yilin Dai, Changzhou, China
Alexander Conrad Dale, Oak Forest, IL
Elizabeth Hannah Davis, Bexley
Ian Colin Davis, Bexley
Daniel Joseph Dawson, Lewis Center
*Cum Laude*
James M. Dawson, Hudson
Cole Daniel DeCamp, Terrace Park
Kamal Deiratany, Columbus
Eric Robert Deuber, Cincinnati
*Magna Cum Laude with Honors in Business Administration*
Hayley Clare Dillabaugh, Westerville
Daniel Joseph DiSalle III, Toledo
Xiuru Dong, Shanghai, China
*Kellen Patrick Donnelly, Hudson*
David Cameron Drummond, Pickerington
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Xilin Du, Chengdu, China
*Cum Laude*
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Alexis Lynn Ecker, Powell
Kaleb Edward Eckles, Washington Court House
JaNae Lachelle Edwards, Westerville
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Tyler Joseph Erwin, Tiro
Brandon Oluwamuyiwa Fadairo, Hempstead, NY
Fang Fan, Ningbo, China
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Yiqiao Fan, Shenzhen, China
*Magna Cum Laude*
Qi Feng, Dalian City, China
*Ariel Flasterstein, San Jose, Costa Rica*
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Christen Nicole Foltz, Mansfield
Nicholas Scott Foy, Elkhart, IN
Alexandria Rae Frost, Strongsville
Hunter Kirtlund Frye, Bay Village
Zachary David Gallagher, Laurel, MD
Lan Gao, Zhengzhou, China
Zeyang Gao, Shenyang, China
Ian Anthony Stanley Geary, Columbus
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Jared John Gilberg, New Bremen
*Summa Cum Laude*
Qiongyi Hu, Shanghai, China
*Brianna Grace Isidro, Columbus*
*Summa Cum Laude*
Chu Huang, Enshi, Hubei, China
*Magna Cum Laude*
Sooodong Hur, Daejeon, Korea
Adam Hiroki Iman Putra, Jakarta, Indonesia
Addison James Ingle, Cincinnati
Boris Ivanov, Lake Zurich, IL
Adam Alexander Jackson, Lewis Center
Jody Livia James, St. Lucia
Rachel Elizabeth Jender, Grove City
Jeffrey Taylor Jenkins, Columbus
Sunghun Jeong, Pohang, Korea
Song Jiao, Qingdao, Shandong, China
Kailun Jin, Shanghai, China
Eric Johnson, Westerville

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Ryan Alexander Johnson, Plain City
Yoon Seok Lee, Seoul, Korea
  Magna Cum Laude
  with Honors in Accounting
  Michael Anthony McKune, Cary, IL

Brianna Lee Jones, Pickerington
Max Hunter Leibowitz, Warren, NJ
  Magna Cum Laude
  with Honors in Accounting
  Siwen Meng, Shenyang, China

Michael Andrew Jones, New Carlisle
Alexis Nicole Lesko, Solon
  Cum Laude
  Yuta Miki, Kawasaki, Japan

Mikayla Rebecca Jones, Galloway
Ka Wai Leung, Hong Kong, China
  Cum Laude
  Summa Cum Laude
  Summa Cum Laude

Neil Riley Jump, Columbus
Robert Foster Lewe, Jr., Dublin
  Rebecca Grace Lewis, Germantown, MD

Nur Arina Kamarulzaman, Kuala Kangsar, Malaysia
Magni Cum Laude
  Summa Cum Laude
  Summa Cum Laude
  Summa Cum Laude

Sunghoon Kang, Busan, Korea
Dongdong Li, Wuhan, China
  Magna Cum Laude
  Dongdong Li, Wuhan, China

Trevor Neil Kanwal, Sylvania
Yiu Kai Kevin Li, Hong Kong, Hong Kong
  Summa Cum Laude
  Summa Cum Laude

Mikayla Rebecca Jones, Galloway
Changrinf Falls
  Yuxuan Lan, Hebei, China

Cum Laude
Chrisna Marie Kehres, Mason
  Summa Cum Laude
  Magna Cum Laude

Ashley Marie Keith, Valencia, CA
Vincent Philipp Lombardi, Newark
  Magna Cum Laude

Cum Laude
Cynthia Marie Kerens, Johnstown
  Magna Cum Laude
  Magna Cum Laude

Cytryn Nathaniel Kinkaid, Zanesville
Vincent Philipp Lombardi, Newark
  Magna Cum Laude

Virginia Lynne Kirby, Columbus
Trent Nicholas Link, St. Henry
  Magna Cum Laude

Cum Laude
Jordan Michael Kempton, Lancaster
Yui Kai Kevin Li, Hong Kong, Hong Kong
  Magna Cum Laude

Salem Najam Khan, Columbus
Trent Nicholas Link, St. Henry
  Magna Cum Laude

Jae Hyung Kim, Seoul, South Korea
Brandon Michael Lowery, Brook Park
  Magna Cum Laude

Kelli Michele King, Johnstown
Daniel Brian Ludwig, Strongsville
  Magna Cum Laude

Cyrus Nathaniel Kinkaid, Zanesville
Tori Anne Lumbatis, Newark
  Magna Cum Laude

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Valentina Elizabeth Lorek, New Albany
  Magna Cum Laude

Cum Laude
Brandon Michael Lowery, Brook Park
  Magna Cum Laude

Cum Laude
Cyrus Nathaniel Kinkaid, Zanesville
  Magna Cum Laude

Dannaish Ahmed Kazi, Yorba Linda, CA
  Magna Cum Laude

Cum Laude
Linda, CA
  Magna Cum Laude

Cum Laude
Daanish Ahmed Kazi, Yorba Linda, CA
  Magna Cum Laude

Cum Laude
Christina Marie Kehres, Mason
  Magna Cum Laude

Jordan Michael Kempton, Lancaster
Christina Marie Kehres, Mason
  Magna Cum Laude

Salem Najam Khan, Columbus
Christina Marie Kehres, Mason
  Magna Cum Laude

Jae Hyung Kim, Seoul, South Korea
Christina Marie Kehres, Mason
  Magna Cum Laude

Kelli Michele King, Johnstown
Christina Marie Kehres, Mason
  Magna Cum Laude
Jaymes Delmont Pew, Marshallville
Zachary Adam Pezzner, Wilmington, DE
James Arthur Phillips, Broadview Heights
Magna Cum Laude
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Logan Kent Pitcher, Newark
Nikola Popovich, Columbus
Jackson Andrew Pranica, Evanston, IL
Summa Cum Laude
Clayton Kourie Preston, Columbus
Jamie Leigh Prop, Cincinnati
with Honors in Accounting
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Hui Quan, Shenyang, China
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Gabrielle Genevieve Ramsey, Columbus
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Alexander Martin Rech, Springboro
Luke William Recker, Ottawa
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Wajahat Rehman, Karachi, Pakistan
Colton Richard James Reynolds, Grove City
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Sydney Lauren Riedl, Cincinnati
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Adam Elliot Rocca, Gahanna
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Samantha Kay Runser, Pittsburgh, PA
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Ryota Ryoke, Columbus
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Woa Yng Seah, Penang, Malaysia
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Cum Laude
Li Gine Regine See, Shah Alam, Malaysia
Cum Laude
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Hannah Leeah Shank, North Baltimore
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Paul Douglas Shearer, Hartville
Rohit Rajesh Shendge, Mansfield
Menghan Shi, Zhengzhou, China
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Xiaojian Shu, Collegville, PA
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Jeffrey Patrick Silcott, Lancaster
Lili Xingting Silva, Scituate, MA
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Brendan Vincent Smith, Mason
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Zhennao Song, Jiangsu, China
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Ross A. Spaulding, Marion
Cum Laude
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Steven James Steffas, Independence
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Sydney Nicole Sterling, Nashport
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Joshua David Strickland, Goldsboro, NC
Blair Edward Strupp, Delaware
Yuning Su, Beijing, China
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Luobin Sun, Columbus
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Rabia Tariq, Hilliard
Thomas Clinton Taubbee, Lucasville
Blake Matthew Thomas, Westlake
Kristopher Scott Thomas, Concord, NC
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Carl Marchiano Tjo, Arcadia, CA
Zachary Glen Tomi, New Albany
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Phuong T. Tran, Dayton
Magna Cum Laude
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Cum Laude
Jeremy T. Troyer, Plain City
Yip Kan Tse, Lam Tin, Hong Kong
Scott Edward Tucci, Montville
Clayton Tad Turner, Coshocton
Cum Laude
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Senia Eurica Vong, Macau, Macau
Paige Wagner, Barrington, IL
Clay Christian Walter, Ostrander
Chenyin Wang, Wuxi, China
Lei Wang, Wuhan, China
Li Wang, Columbus
Magna Cum Laude
Mengjia Wang, Suzhou, China
Magna Cum Laude
Siyi Wang, Shenyang, China
Cum Laude
Yachao Wang, Changzhi, China
Magna Cum Laude
Eric Ryan Ward, Cincinnati
Marqel P. Watkins, Dublin
Christopher Andrew Weaver, Sylvania
Jared Evan Weber, Concord, NC
Cum Laude
with Honors in Accounting
Shelby Nicole Weber, Centerburg
Joshua Allen Wegert, Lancaster, PA
Summa Cum Laude
Bradley Joseph Wehrle, Lebanon
Commencement Convocation, December 20, 2016

Philip Alexander Weil, Columbus
Robert Chris-Andrew Weldon, Millersport
Zachary Jacob Wells, Lordstown
Magna Cum Laude
Russell Joseph Weston III, East Canton
Samantha Westrick, Pittsburgh, PA
Magna Cum Laude
Britton Wilder, Newark
Derek A. Williams, Findlay
Thomas Williams, Englewood, NJ
Erin Michelle Wilson, Silver Lake
Magna Cum Laude
MyngChul Woo, Seongnam-Si, Korea
Alan Michael Wood, Delaware
Cum Laude
Lanqi Wu, Hilliard
Yue Wu, Kirkland, WA
Longyue Xi, Shandong, China
Biying Xiao, Jiangxi, China
Cum Laude
Shinan Xu, Nanjing, China
Magna Cum Laude
Yuchen Yan, Wuxi, China
Cum Laude
Budan Yang, Shanghai, China
Magna Cum Laude
Simon Yang, New Bremen
Tara Marie Yetzer, Shelby
Alberto Yongko, Medan, Indonesia
Shanchun Yu, Xi’an, China
Benjamin Daly Zake, Pepper Pike
Jared Joseph Zeller, Kalida
Yuqing Zhai, Zhanjiang, China
Ge Zhang, Tianjin, China
Cum Laude
Shiyu Zhang, Shenzhen, China
Suiwei Zhang, Guangzhou, China
Zhi Zhang, Shanghai, China
Magna Cum Laude
Bo Zhao, Sichuan, China
Yuyang Zhao, Shanghai, China
Magna Cum Laude
Bowen Zheng, Shenzhen, China
Magna Cum Laude
Cici Xiao Xi Zheng, Columbus
Magna Cum Laude
Jie Zheng, Ningbo, China
Magna Cum Laude
Li Zheng, Columbus
Xiaojie Zheng, Xiamen, China
Summa Cum Laude
Tailong Zhou Tai, Palma de Mallorca, Spain
Magna Cum Laude
Danqing Zhu, Hangzhou, Zhejiang, China
Qianying Zhu, Shenzhen, China
Magna Cum Laude
Zongrong Zhuang, Fujian, China
Cum Laude
Karlee Ann Fryman, Grove City
RaeLynn Nicole Hall, Canton
Ayan Irad Hassan, Hilliard
Morgan Alicia Hawkins, Millersburg
Cum Laude
Jillian A. M. Heinonen, Conneaut
Magna Cum Laude
Daneisha Monique Higgins-Awudu, Cleveland
Erin Catherine Kears, Avon Lake
Karissa Jean Lee, Troy
Kristen Marie McCarty, Chillicothe
Jennifer Lynn McManis, Westerville
Olivia Alexis Nugent, Jamestown, NY
Sarah May Oдум, Westerville
Cum Laude
Paige Marie Poling, Laurelville
Shawnriel Tiona Pope, East Cleveland
Rachael Renee Reuter, West Liberty
Miranda Chantria Short, Milford
Summa Cum Laude
Shadia K. Smidi, Findlay
Katie Lynn Snell, Columbus
Sara Rose Sokolowski, Fairview Park
Vanessa Lynn Stacey, Amherst
Laurencia Marie Walker, Wooster
Matthew Yohannes Waret, Columbus
BACHELOR OF SCIENCE IN HUMAN ECOLOGY

Bolarinwa Peters Adeleye, Columbus
Rebecca Agunga, Columbus
Christopher Ryan Banks, Nashport
Ahmadou Bayo, Columbus
Emma Marie Belcher, Hilliard
Louis LaCour Belyn, New Albany
James Michael Bowen, Marion
Cum Laude
Christopher Henry Boyd, Worthington
Mikayla Nicole Boyer, Akron
Emily Elizabeth Brogan, Dover
Sabrina Monique Byrd, Columbus
Jacqueline Danielle Carroll, Upper Arlington
Brittany Ann Chavana, Carey

College of Dentistry
Dean: Patrick M. Lloyd
Doctor of Dental Surgery
Chad P. Lyons, Mesa, AZ
B.S. (Brigham Young University)

Bachelor of Science
Jennifer Anne Gerrick, Westlake
Justin Robert Nance, Wapakoneta

College of Education and Human Ecology
Dean: Cheryl L. Achterberg
Bachelor of Science in Human Ecology
Bolarinwa Peters Adeleye, Columbus
Rebecca Agunga, Columbus
Christopher Ryan Banks, Nashport
Ahmadou Bayo, Columbus
Emma Marie Belcher, Hilliard
Louis LaCour Belyn, New Albany
James Michael Bowen, Marion
Cum Laude
Christopher Henry Boyd, Worthington
Mikayla Nicole Boyer, Akron
Emily Elizabeth Brogan, Dover
Sabrina Monique Byrd, Columbus
Jacqueline Danielle Carroll, Upper Arlington
Brittany Ann Chavana, Carey
Angela Rose Christopher, Mayfield
Stephanie Louise Davis, Rocky River
Cum Laude
Thomas John Edgar, Worthington
Jordan Lee Elberbrock, Kalida
Lindsey Fenton, Columbus
Halle Morgan Griesinger, Gahanna
Jay Luke Griffith, New Albany
Ryan Scott Gutierrez, Columbus
Paige Elizabeth Holcomb, Hilliard
Jasym Kendell Hoover-Grier, Columbus
Cameron Lavon Howard, Columbus
Taylor Morgan Hyer, Pickerington
Cum Laude
Hannah Noelle Jacobs, Lima
Natalie Nicole Jenkins, Fairfield
Jessa Angelica Kellie, Huber Heights
Keri Ann Koeller, Defiance
Christopher Nicholas Korthaus, Cincinnati
Emily Ann Lachey, Grandview Heights
Laila N. Latif, Dublin
Seungju Lee, Seoul, South Korea
Evan Richard Lisle, Centerville
Heidi Nicole Lykins, Columbus
Magna Cum Laude
Devin Hayes McDaniel, Marion
Jordyn Kristine Meade, New Albany
Hayley Marie Miller, Wapakoneta
Kevan Jerome Murphy, Worthington
Craig Anthony Nennig, Wrightstown, WI
Nathan Scott Nichols, Delaware
Carlette Robin Nixon, Canal Winchester
Jiani Qin, Columbus
Cassandra Paige Rafferty, North Canton
Laura Jean Ribble, Hilliard
Cum Laude
Nicolette Romano, Jersey City, NJ
Holli Beth Rose, Ironton
Alexa Lynn Rowland, Ansonia
Cody James Schripke, Kalida
Aaron Anthony Schwarz, Lorain
Amie Lyn Swayne, Hillsboro
Chesna Monet Sykes, Columbus
Taron Rajon Taylor, Mansfield
Yincheng Wang, Xin Jiang, China
Lisa Anne Wardell, Waterville
Sela Rheeane Williams, Columbus
Whitley Kathryn Williams, Columbus
Rui Xiang, Columbus
Kailee Yasmin Yassini, Canal Winchester
Remington Virginia Yokoyama, Granville
Menglin Zhang, Sichuan, China
Summa Cum Laude
Qiwei Zhang, Suzhou, China

BACHELOR OF SCIENCE IN HOSPITALITY MANAGEMENT
Cara Elizabeth Joan Bettinger, North Olmsted
Carson Elizabeth Blasko, Ellicott City, MD
Amanda Rose Brubaker, Lakewood
Thomas Stuart Gallagher, Dublin
Gannon David Hall, Pickerington
Casey Ann Hawkins, Cincinnati
Tak Yeung Ip, Westerville
Dayin Jacks, Windermere, FL
Kara Jean Kirlangitis, Uniontown, PA
Dione Lee, San Diego, CA
Rebecca Erin Neff, Columbus
Victoria Noel Porter, Barnesville
Ronald William Reynolds, Columbus
Aleese Elizabeth Sarrouh, Strongsville
John Quint Shalvoy, Upper Arlington
Anza Maple Tang, Arcadia, CA
Summa Cum Laude
Xiangning Wang, Xian Shaanxi Province, China
Rebecca Lauren Watkins, Cuyahoga Falls

BACHELOR OF SCIENCE IN NUTRITION
Maddie Collins, Mansfield
Kyle Adam Culbertson, Delaware
Cum Laude
Mallory Marie Giannamore, Steubenville
Yilin Hong, Jinhua, China
Jordan Randolph Kloss, Twinsburg
Magna Cum Laude
Jamie Lynn Kuhlman, Lima
Kalika Meredith Litwin, Cincinnati
Arianna Camielle Martin, Sacramento, CA
Bryan Dennis Olmstead, Amelia
Marcus James Otte, Mason
Bethanni Brianne Shoewalter, Blacklick
Daniel Patrick Valley, Springfield
Kimberly Nicole Wright, Lancaster, PA
Yuyi Zhang, Shenzhen, China

BACHELOR OF SCIENCE IN EDUCATION
Asha Nadene Abu-Hajar, Dublin
Summa Cum Laude
Sarah Louise Grace Adelman, Canton
Cum Laude
Shameya Ayad Ayad, Columbus
Magna Cum Laude
Celeste Cierra Bacon, Cleveland
Haley Nicole Balser, Heath
Magna Cum Laude
Kaitlyn N. Barger, Pickerington
Tyler Edward Begley, Fairfield
Dominique Rae Bidawid, Morristown, NJ
Cum Laude
Ann Theresa Billman, Jackson
Cum Laude
Joseph Ettore Boerner, Hilliard
De’ van M. Bogaard, Cleveland
Amanda D. Borchers, Delaware
Zachary D. Brenner, Dublin
Magna Cum Laude
Tyler Deron Brickey, Whitehall
Jordan Mykel Brown, Winter Haven, FL
Summa Cum Laude
Lindsay Michelle Brown, Granville
Magna Cum Laude
Blake Anthony Callahan, Columbus
Kellie Ashley Carmendy, Powell
Jonathan Michael Carter, Upper Arlington
Kerry Elizabeth Carter, Beaver creek
Cum Laude
Commencement Convocation, December 20, 2016

Cayla Nickole Cermak, Marion
Cum Laude
Jessica Rene Chatelain, Hilliard
Cum Laude
Sarah Christine Chidester, Delaware
Cum Laude
Veronica Elizabeth Cisneros, Cleveland
Magn Cum Laude
Gareon Rashad Conley, Canton
Magn Cum Laude
Dominic Robert Crea, Lima
Zachary Alan Davis, Medina
Magn Cum Laude
Kathryn Elizabeth Deibel, Powell
Magn Cum Laude
Dominic Del Monte, Columbus
Brandon Kyle Dickerson, Granville
Magna Cum Laude
Brooke Alison Dionisio, Woodfield
Cum Laude
Jamie Lynn DiPerna, Twinsburg
Magn Cum Laude
Amber Renee Dunn, Marion
Cum Laude
Thomas Jack Ellis, Hebron
Lauren Hope Esselburn, Warsaw
Magn Cum Laude
Joao Pedro Fachinneto Ehlers, Caxias Do Sul, Brazil
Elaine Marie Farabee, Columbus
Magn Cum Laude
Nyssa Fallon Finn, Vernon Hills, IL
Magn Cum Laude
Maria Christine Flemming, Hilliard
Magn Cum Laude
Johnathon Charles Frasier, Baltimore, MD
Jennifer Nicole Freking, Mount Sterling
Magn Cum Laude
Kelsey Marie Fresch, Sandusky
Cum Laude
Megan Eileen Geldernick, Aurora, IL
Cum Laude
Daniel Stephen Gillinsky, Chagrin Falls
Kerr/////////////////////////////////////////////////Anne Godsill, Ottawa
Summa Cum Laude
Ashley May Goetz, Mansfield
Kayla Ashley Goldstein, Akron
Magn Cum Laude
Kayla Henderson, Lima
Marena Rachael Hernandez, Monroe
Magn Cum Laude
Meghan Leigh Hickey, Massillon
Abigail Anne Hill, Edon
Cum Laude
Kianna Marie Holland, Seneca, SC
Zackery Patrick Hoyt, Hilliard
Amanda Sue Hunt, Newark
Cum Laude
Kelsey Lynn Ingle, New Richmond
Magn Cum Laude
Jaron Troy Isaac, Dayton
Leegin Jang, Seoul, South Korea
Shunshun Jiang, Shanghai, China
Summa Cum Laude
Cameron Joseph Johnson, Etna
Cum Laude
Lori Jo Jones, Grove City
Brooke Victoria Keber, Ohio City
Magn Cum Laude
Taylor Marie Keserich, Cleveland
Nicholas K. Khan, Pickerington
William P. A. Kipp, Mansfield
Jessie Erin Kirk, Athens
Summa Cum Laude
Tracey Lynne Kirk, Orient
Justin Michael Kubisch, Elyria
Jordan T. Kyff, Mansfield
Ashley Renae Lewis, Granview Heights
Magn Cum Laude
Jiahui Lin, Jiangsu, China
Cum Laude
Stephen Patrick Luther, Carmel, IN
Danielle Elizabeth Madden, Pataskala
Crystal Lachey Martin, Columbus
Magn Cum Laude
Jessica Lynn McCurdy, Centerville
Molly Rae McDonough, Granville
Magn Cum Laude
Taylor Jean McGonigle, West Jefferson
Magn Cum Laude
Nicholas Cole Merrick, Uhrichsville
Rachel Elizabeth Mistler, Cincinnati
Magn Cum Laude
Alexis Shai Mitchell, Hanover
Faiso S. Mohamed, Gahanna
Zachary Michael Moore, Hilliard
Heather Fay Mousavi, Gahanna Falls
Magn Cum Laude
Kelly Jan Mueller, Minster
Magn Cum Laude
Drew Mitchell Murray, Somerset
Jessica Lynn Musgrave, Cleveland
Magn Cum Laude
Reid Keiji Narimatsu, Los Angeles, CA
Shane Thomas Olivea, Long Beach, NY
Ann-Sofia Maria Olsson, Ashville
Magn Cum Laude
Kara Danielle Palm, Canal Winchester
Summa Cum Laude
Courtney Michelle Parker, Lewis Center
Cum Laude
Rachel Marie Parrish, Westerville
Summa Cum Laude
Alexander Perez, Cincinnati
Timothy George Phelps, Columbus
Patrick Martin Porter, Jr., Chagrin Falls
Justin Edward Powell, Centerville
Amber Nicole Prater, Heath
Magn Cum Laude
Alexander Paul Ranalli, Powell
Cum Laude
Miranda Rose Ranker, Marysville
Daniel C. Ray, Columbus
Cheyenne Rachel Riegel, Sylvania
Donovan Christopher Robertson, Berea
Benjamin Douglas Romer, Galena
Joseph Broderick Rovner, Danville, CA
Johnathan Patrick Ryan, Massillon
Rachel Anne Sapp, Columbus
Magn Cum Laude
Kaitlyn Joann Sauer, Westerville
Cum Laude
Rachel Elizabeth Savage, Westerville
Summa Cum Laude
Kathryn Veronica Scheckelhoff, Ottawa
Magn Cum Laude
Emily Maxine Schlagbaum, Chagrin Falls
Magn Cum Laude
Katherine Lynn Schroeder, Port Clinton
Cum Laude
Sarah Kate Schwall, Gahanna
Summa Cum Laude
Teresa Nicole Schwenk, Heath
Magn Cum Laude
Faith HeeYun Schwenning, Upper Sandusky
Rachel Elizabeth Sherer, Milford Center
Commencement Convocation, December 20, 2016

Victoria Paige Siefker, 
Pandora
Cum Laude
Braydon Robert Small, 
Pataskala
Alyssa Sue Smith, Richwood 
Erica Solitto, Upper Arlington
Magna Cum Laude 
Lucy Claire St. John, 
Evansville, IN
Cum Laude 
Taylor Anne Staneluis, 
Gahanna
Ralf Otto Herbert Steinbach, 
Halle, Germany 
Claire Marie Sugrue, 
Centerville
Magna Cum Laude 
Samuel James Swisher, 
Grove City
Cum Laude 
Tasia Marie Tanner, Vermilion
Summa Cum Laude 
Matthew Mancino Thiede, 
Ashburn, VA 
Justin Adam Tisevich, Canton
Laiken Nicole Valentine, 
Johnstown
Logan Dale Valtz, Columbus 
Carrington Kinsey Clara
VanWinkle, Hamilton
Bridget Theresa Vilbig, 
Bethpage, NY
Cum Laude 
Daniela Nicole Villa-Cruz, 
Dublin
Summa Cum Laude 
Heaven Leigh Vines, 
Columbus
Lindsey Ruth Waterman, 
Newark
Kimberly Diane White, Newark
Magna Cum Laude 
Tisha Lynn White, Columbus 
Lowry Leigh Wisner, Bay Village 
Summa Cum Laude 
Alyson Kathleen Woodring, 
Newark 
Samantha Taylor Woolard, 
Newark 
Christina Ann Yarger, 
Lexington
Heather Lynn Yontz, 
Battleground, WA
Magna Cum Laude 
Emily Jo Young, Englewood
Cum Laude 
Krsna-Jivani Draupadi Ziyad, 
Cleveland
Magna Cum Laude

COLLEGE OF ENGINEERING

Dean: David B. Williams

BACHELOR OF SCIENCE IN AUSTRONAUTICAL AND ASTRONAUTICAL ENGINEERING

Benjamen Samuel Korobkin, Sandusky 
Alex James Lamberjack, 
Carey

BACHELOR OF SCIENCE IN ARCHITECTURE (AUSTIN E. KNOWLTON SCHOOL OF ARCHITECTURE)

Mohammed Jassim Benlemlih, Fez, Morocco 
Matthew William Hayes, Gahanna

BACHELOR OF SCIENCE IN AVIATION

Bernard Patrick McCann, Put-in-Bay 
Kaitlynn Victoria Meelhuysen, Gilbert, AZ 
Dean Mark Rodabaugh, Van Buren 
Joshua John Utter, Oregon

BACHELOR OF SCIENCE IN BIOMEDICAL ENGINEERING

Benjamin Joel Albert, Dublin
Magna Cum Laude with Honors Research Distinction in Biomedical Engineering 
Tyler John Bishop, Columbus
Cum Laude with Honors in Engineering 
Matthew Lawrence Brockman, Centerville 
Summa Cum Laude with Honors in Engineering 
William Edgar Carson IV, Hilliard
Cum Laude 
Lindsey Nicole Fox, Dublin
Cum Laude

Kunal Kumar Gupta, Centerville
with Honors in Engineering 
Mckenzie Jacob Kresslein, Lebanon
Cum Laude 
Carlos Enrique Mendez, Dayton 
Cum Laude 
Haylie Aileen Nelson, Mansfield 
Cum Laude 
Samuel M. Seelbach, Upper Arlington 
Summa Cum Laude with Research Distinction in Biomedical Engineering 
Jared Colin Seidel, Beachwood 
Magna Cum Laude with Honors in Engineering 
Joel Daniel Watson, Hilliard 
Magna Cum Laude 
Jacob Carl Zbinden, Cadiz
Cum Laude

BACHELOR OF SCIENCE IN CHEMICAL ENGINEERING

Ryan Amatulli, Columbus 
Bradley Thomas Barrett, Belpre 
Kevin Paul Beyersdorf, Sylvania
William Douglas Blincoe III, Huber Heights 
Julianne Noel Bresson, Louisville
Cum Laude 
Robert Taylor Busch, Cincinnati 
Christopher Jia Jen Chang, Gahanna
Cum Laude 
with Honors Research Distinction in Chemical Engineering 
Marie Catherine Cotter, Westbury, NY

Joshua William Crosby, Centerville
Emily Ann Diersing, Cincinnati 
Andong Du, Shanghai, China
Mitchell James Eaton, Cincinnati
Magna Cum Laude 
Abby Mae Empfield, Apollo, PA
Cum Laude 
with Honors in Engineering 
Kain Michael Fadeley, New Philadelphia 
Charles C. Fletcher, Columbus 
Cum Laude 
Joseph John Gallagher, Willoughby Hills
Cum Laude
Commencement Convocation, December 20, 2016

Thomas James Getz, Medina
Joshua Robert Groves, Middletown
Aaron Daniel Hastings, Medina
Magna Cum Laude
Ryan David Kindell, Cincinnati
Cum Laude
Patrick Charles Kinnunen, Springboro
Magnas Cum Laude
with Honors in Engineering
with Honors Research Distinction in Chemical Engineering
David Joseph Kopechek, Blacklick
Cum Laude
Kevin P. Kuntz, Springfield
Angela Carol Lawver, Dover
Michael Gustav Lindell III, Westerville
with Honors in Engineering
with Honors Research Distinction in Chemical Engineering
Michael Francis Louis, Loveland
Summa Cum Laude
Haris Baber Malik, Columbus
Callie Elizabeth Marks, McMurray, PA
Cum Laude
Emily Lauren Martin, Wapakoneta
Marissa Kathleen McHugh, Medina
Magnas Cum Laude
Katherine Louella Mitchell, Canton
Colin Patrick Murray, Cincinnati
Samatha Maria Nehrbass, Centerville
David Lee Nelson, Perry
Damian Payne O’Malley, Rocky River
Matthew Edward Papiernik, Hubbard
Da Inn Park, Toledo
Raymond Patrick Parr, Richfield
Edward Myer Peck, Medina
Cum Laude
Christopher Michael Poore, Conneaut
with Research Distinction in Chemical Engineering
Viraj Prashant Shah, Centerville
Michelle Lynn Snow, Circleville
Rebecca Florence Steward, Delphos
Florian Livia Giovara Teguh, Monterey Park, CA
Thomas Tyler Testoff, Highland, MD
Cheng Han Thong, Rawang, Malaysia
Courtney Patrice Tolber-Sutton, Columbus
Mackenzie Leigh Tomlinson, Amherst
John Michael Troisi, Jr., Neshanic Station, NJ
Randy Michael Ulinski, Oregon
Gregory Paul Voorhees, Cincinnati
Ashley Kathleen Voskuhl, Kettering
Michael Wang, Hamilton
Jesse James Westfall, Elyria
Darren Scott Wethington, Cincinnati
Connor Ray Wiegand, Fort Thomas, KY
Leon Zhang, Copley
Cum Laude

BACHELOR OF SCIENCE IN CITY AND REGIONAL PLANNING (AUSTIN E. KNOWLTON SCHOOL OF ARCHITECTURE)

Kristiana Burgi, Laguna Niguel, CA
Magnas Cum Laude
with Honors in City and Regional Planning
with Honors Research Distinction in City and Regional Planning
Spencer McMellon Davis, Akron
Maxwell Holmes
Fuangaromya, Seattle, WA
Brandon Adam Goss, Cleveland
Alexander Joseph William Heyl, Cincinnati
Vincent E. Johns, Columbus
Cum Laude
Lisa Frances Kowalski, Lakewood
Eric Tristan Myers, The Woodlands, TX
David Evan Ogden, Grove City
Christopher Alexander Schoenig, North Olmsted
Erin Kathleen Schwab, Soddy Daisy, TN
Sandy Sechang, Loveland
Anthony Kyle Stevens, Reynoldsburg
Cum Laude

BACHELOR OF SCIENCE IN CIVIL ENGINEERING

Hope Lynn Bagarus, Hudson
Adam David Barnes, Bowling Green
Brent Lawrence Baumgartner, Bay Village
Cum Laude

Taylor McKenzie Brentin, Vienna
Andrew David Brower, Cincinnati
Domenic M. Caporale, Highland Heights
Magnas Cum Laude
with Honors in Engineering
Sophia Carter, Perrysburg
Chad Michael Coon, Lima
Michael Frederick DeLisio, Cleveland
Kyle A. Depperman, Cincinnati
Zachary William Dick, Lakewood
Cum Laude
with Honors in Engineering
Jake Donald Duggan, Toledo
Andrew Photos Dunlap, Cincinnati
Andrew James Durkin, Akron
Brandon Peter Duschl, Canton, MI
Michael Allen Ellman, Chardon
Patrick Samuel Enright, Stow
Jamie Lauren Fink, Solon
Christiana Helen Fote, Houston, TX
Wade Winston Gambos, Richmond
Adam Joseph Grebenc, Willoughby Hills
Justin David Green, Celina
Madeline Rose Haney, Cincinnati
Cum Laude
Marcus John Harding, Marietta
Cum Laude
Jacob Andrew Hogue, Mason
John Thomas Hong, Pittsburgh, PA
Adam Robert Kalta, Aurora
Dustin James Knippen, Ottoville
Brian Charles Kotter, Liberty Township
Andrew Paul Kushmeider, Worthington
Jacob Daniel Lautenan, Andover
Michael Albert Lewis, Strongsville
Cum Laude
Connor Marshall Locke, Hudson
Austin T. Mack, Rochester, NY
Adam Maras, Lyndhurst
Kristen Marie Mastalski, Mentor
Kyle Andrew Miller, Medina
Linh Tuan Nguyen, Columbus
Kyle Arthur Oberster, Pickerington
Gregory James Piazza, Mentor
Lawrence Anthony Pinto, Jr., Mayfield Village
Haley Michelle Poli, Cincinnati
Connor Aaron Pons, Twinsburg  
Magna Cum Laude  
Cody Adam Schellhammer, Aurora  
Taylor Richard Schoepf, Granville  
Daniel Steven Schweikert, Mentor  
Nicholas Ryan Seiling, Westerville  
Summa Cum Laude  
Alec Serfozo, Lorain  
Dylan Mitchell Shays, New London  
Michael Shijie Sheng, Sylvania  
BACHELOR OF SCIENCE IN COMPUTER SCIENCE AND ENGINEERING  
Karl Jakob Ahlqvist, Worthington  
Mariamawit Amha Alula, Columbus  
Cum Laude  
Akhil Anilkumar, Lewis Center  
Jonathan Charles Arnett, Cincinnati  
Derek R. Ault, Columbus  
Tyler Ronald Axt, Liberty Township  
Alexandru Barbura, Hudson  
John Charles Barnett, Jr., Granville  
Dylan Michael Barrow, Columbus  
Danielle Marie Beckley, Tiffin  
Abigail Fox Benedict, Canton  
Cum Laude  
Michael Berkovich, Columbus  
David Franklin Brownning, Delaware  
Rory Mark Caputo, Willowbrook, IL  
Xinye Chen, Beijing, China  
Christina Marie Clyde, Liberty Township  
Magna Cum Laude  
Mychelle Ann Decker, New Carlisle  
Taylor Anne DeJesus, Charleston, SC  
Leah Kaitlin Dello, Hamilton  
Alexander Stutson Edgar, Worthington  
Hani Ewais, Columbus  
Skyler Evan Sergio Gomes, Chesterland  
Cheng Guo, Zheng Zhou, China  
Yubin He, Tianjin, China  
Seung Bum Jun, Seoul, Korea  
Kathryn Marie Jackson, Chesterland  
Cum Laude  
with Honors in Engineering  
Broden Andrew Kelly, London  
Richard Poe Kochert, Moreland Hills  
Cum Laude  
with Honors in Engineering  
Tyler Robert Kucera, Painesville  
Cum Laude  
Tyler Keenan Lacks, Upper Arlington  
Nicholas James Leight, Strongsville  
Magna Cum Laude  
Yuzhen Liu, Zibo, China  
Cameron T. Lloyd, Pickerington  
Jackson Dean Luken, Cincinnati  
Cum Laude  
with Honors in Engineering  
Kathryn Elizabeth Mendiola, Hudson  
Tyler Lehman Moore, Powell  
Stephanie Renee Muhammad, Columbus  
William Taylor Osler, Mason  
Robert Terrence Otting, Gahanna  
Cum Laude  
Austin P. Palmer, Leesburg  
Frank Angelo Patrizio, Piqua  
Christopher George Phillips, Broadview Heights  
Calin Avery Pitt, Pataskala  
Samuel Joseph Ploucha, New Richmond  
Shengjie Quan, Shanghai, China  
Summa Cum Laude  
with Honors in Engineering  
Chen Rong, Wuxi, China  
Oscar Rubio, Jr., Pasadena, CA  
Magna Cum Laude  
Jacob Daniel Sage, Westerville  
Paul Anthony Sandels, Jr., Copley  
Sukhjit Singh, Washington Court House  
Brendan Cameron Todahl, West Chester  
Cum Laude  
Jacob Christopher Turner, Pittsford, NY  
Magna Cum Laude  
Caleb Richard Underwood, Grove City  
Daniel Umberto Valentini, Cincinnati  
Ryan Patrick Wachowski, Mount Orab  
Carlos Steven Waibl, Worthington  
Kacper Tomasz Wardega, Brooksville  
Cum Laude  
with Honors in Engineering  
Xiaochi Weng, Hangzhou, China  
Cum Laude  
Xu Weng, Lewis Center  
Cum Laude  
with Honors in Engineering  
Logan William Joseph Wilson, Chillicothe  
Magna Cum Laude  
Kaye Nicole Wroblewski, Mansfield  
Yani Xie, Shenzhen, China  
Magna Cum Laude  
Yilang Xuan, Columbus  
Xuanxuan Xue, Zhengzhou, China  
Seth Yoder, Ashland  
Cum Laude  
Paul Vito Wojtila, Ulcud  
Wesley James Wolters, Anna  
Jonathan Ross Young, Upper Arlington  
Amirul Rahman Zamri, Subang Jaya, Malaysia  
Xingyu Zhu, Chongqing, China  
Cum Laude  
Thomas George Zupan III, Ashland  
Jacob Christian Arnett, Cincinnati  
Cum Laude  
with Honors in Engineering  
Derek R. Ault, Columbus  
Tyler Ronald Axt, Liberty Township  
John Charles Barnett, Jr., Granville  
Dylan Michael Barrow, Columbus  
Abigail Fox Benedict, Canton  
Cum Laude  
with Honors in Engineering  
Thomas James Hofferberth, Liberty Township  
Lee Kaitlin Dello, Hamilton  
Alexander Stutson Edgar, Worthington  
Hani Ewais, Columbus  
Skyler Evan Sergio Gomes, Chesterland  
Cheng Guo, Zheng Zhou, China  
Yubin He, Tianjin, China  
Summa Cum Laude  
Thomas James Hofferberth, Liberty Township  
Lee Kaitlin Dello, Hamilton  
Alexander Stutson Edgar, Worthington  
Hani Ewais, Columbus  
Skyler Evan Sergio Gomes, Chesterland  
Cheng Guo, Zheng Zhou, China  
Yubin He, Tianjin, China  
Summa Cum Laude  
Thomas James Hofferberth, Liberty Township  
Lee Kaitlin Dello, Hamilton  
Alexander Stutson Edgar, Worthington  
Hani Ewais, Columbus  
Skyler Evan Sergio Gomes, Chesterland  
Cheng Guo, Zheng Zhou, China  
Yubin He, Tianjin, China  
Cum Laude  
with Honors in Engineering  
Seung Bum Jun, Seoul, Korea  
Cum Laude  
with Honors in Engineering  
Broden Andrew Kelly, London  
Richard Poe Kochert, Moreland Hills  
Cum Laude  
with Honors in Engineering  
Tyler Robert Kucera, Painesville  
Cum Laude  
Tyler Keenan Lacks, Upper Arlington  
Nicholas James Leight, Strongsville  
Magna Cum Laude  
Yuzhen Liu, Zibo, China  
Cameron T. Lloyd, Pickerington  
Jackson Dean Luken, Cincinnati  
Cum Laude  
with Honors in Engineering  
Kathryn Elizabeth Mendiola, Hudson  
Tyler Lehman Moore, Powell  
Stephanie Renee Muhammad, Columbus  
William Taylor Osler, Mason  
Robert Terrence Otting, Gahanna  
Cum Laude  
Austin P. Palmer, Leesburg  
Frank Angelo Patrizio, Piqua  
Christopher George Phillips, Broadview Heights  
Calin Avery Pitt, Pataskala  
Samuel Joseph Ploucha, New Richmond  
Shengjie Quan, Shanghai, China  
Summa Cum Laude  
with Honors in Engineering  
Chen Rong, Wuxi, China  
Oscar Rubio, Jr., Pasadena, CA  
Magna Cum Laude  
Jacob Daniel Sage, Westerville  
Paul Anthony Sandels, Jr., Copley  
Sukhjit Singh, Washington Court House  
Brendan Cameron Todahl, West Chester  
Cum Laude  
Jacob Christopher Turner, Pittsford, NY  
Magna Cum Laude  
Caleb Richard Underwood, Grove City  
Daniel Umberto Valentini, Cincinnati  
Ryan Patrick Wachowski, Mount Orab  
Carlos Steven Waibl, Worthington  
Kacper Tomasz Wardega, Brooksville  
Cum Laude  
with Honors in Engineering  
Xiaochi Weng, Hangzhou, China  
Cum Laude  
Xu Weng, Lewis Center  
Cum Laude  
with Honors in Engineering  
Logan William Joseph Wilson, Chillicothe  
Magna Cum Laude  
Kaye Nicole Wroblewski, Mansfield  
Yani Xie, Shenzhen, China  
Magna Cum Laude  
Yilang Xuan, Columbus  
Xuanxuan Xue, Zhengzhou, China  
Seth Yoder, Ashland  
Cum Laude
Garrett Philip Young, Flower Mound, TX
Magna Cum Laude

Te Zhang, Jinan, China
Magna Cum Laude

Steven Robert Apicella, San Jose, CA
Cum Laude

Shafe Assaf, Columbus
Cum Laude

Hemza Khalid Azzam, Parma
Cum Laude

Luke Alexander Beene, Norfolk, VA
Cum Laude

Robert Daniel Beitman, Westerville
Magna Cum Laude

Maxwell Drew Boynton, Newington, NH
Cum Laude

Michael William Brazier, Wadsworth
Magna Cum Laude

Shayla Mona’ Breedlove, Columbus
Cum Laude

Austin Finley Brooks, Westerville
Cum Laude

Joseph Alexander Caraballo, Oberlin
Cum Laude

Donghui Cen, Columbus
Cum Laude

Yoon Suk Chang, Seoul, Korea
Cum Laude

Adam Joshua Collins, Madison
Cum Laude

Christopher Campbell Creech, Beavercreek
Cum Laude

Dylan James Davey, Katy, TX
Cum Laude

Deo N. Dulal, Columbus
Cum Laude

Lucas James Desisle Duncan, Toledo
Cum Laude

Mark Leo Ebert, Sheffield Lake
Cum Laude

Virgil Wayne Ellett, Lima
Cum Laude

Raag Mehul Engineer, Centerville
Cum Laude

Matthew Christopher Ambrogi, Columbus
Cum Laude

Ruth Irene Cathers, Worthington
Cum Laude

Cody Thomas Chandler, Coal City, IL
Cum Laude

Joseph Anthony DeLuca, North Royalton
Cum Laude

Andrea Nicole Patterson, Kent
Cum Laude

BACHELOR OF SCIENCE IN ELECTRICAL AND COMPUTER ENGINEERING

Andrea Louise Ames, Waynesville
Cum Laude

Steven Robert Apicella, San Jose, CA
Cum Laude

Shafe Assaf, Columbus
Cum Laude

Hemza Khalid Azzam, Parma
Cum Laude

Luke Alexander Beene, Norfolk, VA
Cum Laude

Robert Daniel Beitman, Westerville
Magna Cum Laude

Maxwell Drew Boynton, Newington, NH
Cum Laude

Michael William Brazier, Wadsworth
Magna Cum Laude

Shayla Mona’ Breedlove, Columbus
Cum Laude

Austin Finley Brooks, Westerville
Cum Laude

Joseph Alexander Caraballo, Oberlin
Cum Laude

Donghui Cen, Columbus
Cum Laude

Yoon Suk Chang, Seoul, Korea
Cum Laude

Adam Joshua Collins, Madison
Cum Laude

Christopher Campbell Creech, Beavercreek
Cum Laude

Dylan James Davey, Katy, TX
Cum Laude

Deo N. Dulal, Columbus
Cum Laude

Lucas James Desisle Duncan, Toledo
Cum Laude

Mark Leo Ebert, Sheffield Lake
Cum Laude

Virgil Wayne Ellett, Lima
Cum Laude

Raag Mehul Engineer, Centerville
Cum Laude

Matthew Christopher Ambrogi, Columbus
Cum Laude

Ruth Irene Cathers, Worthington
Cum Laude

Cody Thomas Chandler, Coal City, IL
Cum Laude

Joseph Anthony DeLuca, North Royalton
Cum Laude

Andrea Nicole Patterson, Kent
Cum Laude

BACHELOR OF SCIENCE IN ENVIRONMENTAL ENGINEERING

Matthew Christopher Ambrogi, Columbus
Cum Laude

Ruth Irene Cathers, Worthington
Cum Laude

Cody Thomas Chandler, Coal City, IL
Cum Laude

Joseph Anthony DeLuca, North Royalton
Cum Laude

Andrea Nicole Patterson, Kent
Cum Laude

BACHELOR OF SCIENCE IN ENGINEERING PHYSICS

Lucas Wayne Beaufore, Dublin
Summa Cum Laude

Anthony Harrison Birri, Westerville
Cum Laude

Yuriy Los, Perrysburg
Cum Laude

Alec Brian Michael, Centerville
Cum Laude
Commencement Convocation, December 20, 2016

**BACHELOR OF SCIENCE IN FOOD, AGRICULTURAL, AND BIOLOGICAL ENGINEERING**

Ashleigh Rose Budrick, Saline, MI
Zack L. Casparro, Grove City
John Robert Core, Spencerville
Dylan Lee Eitzroth, New Vienna
Benjamin Edward Gerhardt, Cincinnati
Kevin Christopher Gruscinski, North Olmsted
Alexandria Kosoma Jensen, Havelock, NC
Joshua Randall Stephens, Columbus Grove
Jamier Antoine Tascoe-Davis, Aidan, PA
Stephanie Elizabeth Weagraff, Mentor

*Cum Laude*

**BACHELOR OF SCIENCE IN INDUSTRIAL AND SYSTEMS ENGINEERING**

Kushagra Aggarwal, New Delhi, India
Sanchi Arora, Gahanna
Emily Grace Bascom, Kettering

*Cum Laude*

Sydne Brianne Benge, Centerville
Mariah Ariel Benson, Trotwood
Joseph Michael Burger, Cincinnati
Julia Diane Burrowbridge, Stow

*Magna Cum Laude*

William Mead Busch, Cincinnati
Collin Eugene Callahan, Elyria
Daniel Gregory Calvin, Akron
Alexis Rae Clark, Canton
Maxwell Lloyd Conover, Troy

*Magna Cum Laude*

Steven Robert Cowles, Westerville
Basil Jaffe DeJong, Cincinnati
Morgan Choi Fitzgerald, West Dundee, IL

Amanda Rose Havilla, Twinsburg
Emily Nicole Hess, St. Henry

Annagatu Guluma Hubena, Columbus

Jacqueline Ibrahim, Cincinnati
Stephanie Ann Keller, Worthington

*Cum Laude*

Samuel Richard Krebs, New Albany
Nicholas William Lennon, Cincinnati

*Magna Cum Laude with Honors in Engineering*

Jianang Li, Harbin, China

*Magna Cum Laude*

Brian Edward Mader, West Linn, OR
Gina Anne Masarik, Columbus
John Colin Moore, Galena
Rachel Erin Nash, Powell
Alyssa Melody Nitta, Washington Court House
Anthony Alexander Pacella, Youngstown

*Cum Laude*

Li Pan, Guangzhou, China
Siddhant Mukesh Purohit, Vadodara, India
Vanessa Teresa Serrano, Camas, WA
Nicholas Brett Shaut, Worthington
Lindsey Michelle Shaw, Brunswick
Nicholas John Skuggen, Avon Lake
Karras Milan Snowden, Gaithersburg, MD
Matthew Charles Snyder, Medina
Alexander Luis Cass Straughter, Reynoldsburg
Adam Michael Stump, Avon
Rachel Marie Ulstad, Dublin
Logan Shannon Whitten, Chillicothe

*Cum Laude*

Kobby Wiafe Ababio, Columbus
Boyun Xiao, Columbus
Qingyuan Yu, Wuxi, China

*Magna Cum Laude with Honors in Engineering*

Leilei Zhang, Lanzhou, China

**BACHELOR OF SCIENCE IN MATERIALS SCIENCE AND ENGINEERING**

Thomas Craig Altic, Cincinnati
Gail Blumenthal, Pittsburgh, PA

*Cum Laude*

Cameron Evan Contario, Milford
Guy Michael Dille, Dublin
Benjamin Michael Frederic Georgan, Dayton

Lauren Michelle Gerber, Columbus

*Magna Cum Laude*

Tyler Matthew Groehl, Marysville
Runnan Jiang, Nanjing, China

*Magna Cum Laude with Honors Research Distinction in Materials Science and Engineering*

Bridgette Vee Kelly, Maineville
Janet Marie Meier, Kansas City, MO
Jacob Anthony Napolitan, Lakewood

*Cum Laude*

Jackson Wade Peck, Columbus
Jackson Pope, Chappaqua, NY
Victoria Richards, Gahanna
Kyle William Roberts, Medina
Samuel Gene Slingluff, Chesterland
Mike Andrew Ujvari, Dublin

*Magna Cum Laude*

Nichoas Brett Shaut, Worthington

*Cum Laude*

Dheepak Arumukhom Revi, Trivandrum, India

*Magna Cum Laude with Honors in Engineering*

Kyle Andrew Babik, Cincinnati
Zhi Bai, Columbus

*Cum Laude*

Kelly Christine Bakken, West Chester
Trent Evan Baptiste, Gahanna

*Magna Cum Laude with Honors in Engineering*

Michael Patrick Bemmes, Cincinnati

*Cum Laude*

Forrest Clark Beran, New Madison
Matthew Edward Berno, Bolton, Canada

*Summa Cum Laude*

John David Brillhart, Coshocotn

*Magna Cum Laude*

Eric Andrew Celeste, Mentor
Chien Haw Chong, Kuala Lumpur, Malaysia

*Magna Cum Laude*

Bennett Dobson Coltman, Conneaut

*Cum Laude*

Patrick Michael Combs, Pickerington
Commencement Convocation, December 20, 2016

Andrew William Crall, Loveland
Anthony Christian Davis, Silver Spring, MD
Abhyuday Dwivedi, Lucknow, India
Maxwell Everett, Wyckoff, NJ
Haotian Fang, Tianjin, China
Nicholas Christopher Papa, Loveland
Maxwell Everett, Wyckoff, NJ
Haotian Fang, Tianjin, China
Zachary Bilus Feldman, Andover, MA
Mark Nelson Ferber, Amherst
Troy Matthew Ferris, Canfield
Herryanto Fungsi, Jakarta, Indonesia
Raymond Lee Gaines, Burghill
Anthony Christian Davis, Silver Spring, MD
Abhyuday Dwivedi, Lucknow, India
Maxwell Everett, Wyckoff, NJ
Haotian Fang, Tianjin, China
Zachary Bilus Feldman, Andover, MA
Mark Nelson Ferber, Amherst
Troy Matthew Ferris, Canfield
Herryanto Fungsi, Jakarta, Indonesia
Raymond Lee Gaines, Burghill

Magna Cum Laude
Alexander Robert Greene, Port Clinton
Mohammad Hafiz Bin Gulam Mohd Khan, Ipoh, Malaysia
Muhammad hazreen Haizi, Puchong, Malaysia
Sungjun Han, Bucheon, Korea
Clark Daniel Heinz, Lima
Ruiqi Hu, Shanghai, China
Magda Cum Laude with Honors Research Distinction in Mechanical Engineering
Muhammad Nabil Bin Imran, Skudai, Malaysia
Richard Manning Jones, Strongsville
Cum Laude
John Kates, Liberty Township
Cum Laude
Muhammad Naqiuddin Bin Khafiz, Simpang Renggam, Malaysia
Ryan Matthew Krivaneck, Brecksville
Magn Cum Laude
Nicholas James Leight, Strongsville
Magna Cum Laude
Anudeep Singh Lotey, Ludhiana, India
Magna Cum Laude with Honors in Engineering
Jesse Maltz, West Hartford, CT
Cum Laude
Reece Crandall Martinez, Loveland
Karen Anne Mazza, Centerville
Cum Laude
John Michael Ryan Menke, Grandview Heights
Cum Laude
Moeed Parvez Nagra, Houston, TX
Kristen Marie Nemeth, Cleveland
Cum Laude
Caleb William Nielsen, New Lenox, IL
Trevor Andrew Nielsen, Richfield
Cum Laude
Muhammad Haziq Othman, Batu Pahat, Malaysia
Nicholas Christopher Papa, Loveland
Cum Laude
Christopher James Pawlowski, Mount Prospect, IL
Magna Cum Laude
Thomas Anthony Probel, Mason
Magna Cum Laude with Honors in Engineering
Boqiang Qian, Nantong, China
Cum Laude
Brian Andrew Rice, Westerville
Summa Cum Laude with Honors in Engineering
Alex Paul Riestenberg, Cincinnati
Rushikesh Nandkumar Salvi, Columbus
Joseph B. Sanders, Massillon
Bradley J. Scherpenberg, Cincinnati
Cody Lee Schrand, Mason
Cum Laude
Colin Michael Sexton, North Attleboro, MA
Vishwanth Shah, Columbus
Cum Laude
Carinne Kathleen Shannon, Pickerington
Zachary J. Sieber, West Chester
Cum Laude
Charanjit Singh Jagidar Singh, Kuala Lumpur, Malaysia
Matthew Kirkham Stankey, Dublin
Mike Tannoury, Kaa El Rim, Lebanon
Magna Cum Laude
Benjamin James Tedrick, Cincinnati
Cum Laude
Kyle B. Thibault, Pickerington
Magna Cum Laude
Clayton Austin Thomas, Westerville
Summa Cum Laude
Julie Marie Toth, Broadview Heights
Magna Cum Laude
Daniel Christopher Urbanek, Solon
Magna Cum Laude
Nicholas Vincent Van Eman, Columbus
Kan Wang, Qingdao, China
Taida Wang, Beijing, China
Wenhui Wang, Lanzhou, China
Ze Wang, Beijing, China
Cody Leroy Webster, Derby, KS
Cum Laude
Joseph Carson Whisler, Mansfield
Yu Wu, Yangzhou, China
Zhaoxuan Zhu, Jinzhong, China
Cum Laude

BACHELOR OF SCIENCE IN WELDING ENGINEERING

Bryan Michael Barthel, Powell
Joanna Marie Boutilier, Cincinnati
Nicole Brown, Dublin
with Honors in Engineering
Harris G. Cohn, New Albany
Nicholas Anthony Colvin, Cincinnati
Joshua Benjamin Drehslers, Solon
Bryan Andrew Drescher, Milford
Alex Matthew Flathers, Granville
Walter Brandt Green, Pleasantville
Alexander David Griiith, Westerville
Daniel Stephen Grodek, Brooklyn
Douglas Ernest Hardtmayer, Hudson
Nicholas Trenton Hillard, Columbus
Wojin Robin Jung, Atlanta, GA
Lucas Peter Kelly, Olmsted
Falls
Nicole Elaine Kidas, Westlake
Jackson James Laubacher, Aurora
Connor F. Meehan, Lakewood
Matthew Henry Moore, Columbus
Owen Michael Repp, Tiffin
Jesse E. Rutter, Madison
Tyler Richard Smith, Avon Lake
Nathan Michael Sulc, Hilliard
Dominic John Szpak, Grafton
Clay Franklin Wirsing, Columbus
Zachary Todd Wright, South Webster
Cum Laude
Robert John Yarshen, Chardon

Cum Laude
COLLEGE OF FOOD, AGRICULTURAL, AND ENVIRONMENTAL SCIENCES

Interim Dean: Lonnie J. King

BACHELOR OF SCIENCE IN AGRICULTURE

Hope Chandra Andrews, Spencer
Brandon Jacob Barlage, Fort Loramie
Melanie Cora Bastock, Marysville
Benjamin Isaac Betteridge, Conneaut
Tara Carolyn Bilbrey, Marysville
John Henry Bolte V, Dublin
Amanda Jean Bosley, Wadsworth
Jennifer Marie Braden, Columbus
Cum Laude
Kyle Timothy Brinkman, Holgate
Kristen Ann Browne, Hudson
Matthew James Bucklew, Columbus
Gabrielle Marie Buehler, Anna
Joshua Alexander Burkhard, St. Joseph, MI
Kelly Lee Carson, Ringgold, GA
Lila Cart, Columbus
Aaron Scott Coolman, Sylvania
Cum Laude
Alexandria Ann Cope, Alliance
Brooke Danielle Corcoran, Piketon
Brian Christopher Crawford, Columbus
Levi Ezra Current, DeGraff
Kaleb John Curry, Columbus
Summa Cum Laude
Renée Anita Davis, Columbus
Taylor Adare Davis, Lancaster
Dirk Davis Dempsey, Oak Hill
Haley Nicole Drake, Salem
Cum Laude
Lena Katharine Duffey, Grove City
Hee Soon Federico, Columbus
Hannah Kay Fergang, Columbus
Daniel Alexander Flake, Medina
Cristen Lynn Fiamm, Cincinnati
Collin Scott Foltz, Clinton
Cum Laude
Jordan Thomas Frank, Fremont
Matthew Kristian Gandor, Marietta
Kelli Marie Gerber, Middletown
Magná Cum Laude
Ashley Morgan Gerlach, Piqua
Summa Cum Laude
Natalie Ellen Geuy, Marysville
Alexander Lee Glessner, Stow
Hanad Hussein GutaIa, Delaware
Amel Khaled Hamed, Galloway
Takeisha Loure Hankins, West Carrollton
Michael Patrick Headlee, Houston, TX
Chales Steven Heuble, Shelby
Ashley Nicole Hegidus, Uniontown
Cum Laude
Emily Ellin Henceroth, Lisbon
Jeremy Edward Hershberger, Dundee
Magná Cum Laude
Kelsie Catherine Hinds, Newcomerstown
Magná Cum Laude
Nhu Quynh Thu Hs, Upper Arlington
Chandler Ann Hopkins, McConnellsville
Bryson Scott Hoppes, Greenfield
Katherine Helen Hostler, Findlay
Kendyl Alexandra Hull, Newark
Robin Frances Irizar, Centreville, VA
Cody Thomas Jodrey, Winchester
Bryanna Nicole Justice, Wilmington, NC
Rebekah Anne Keller, Columbus
Elizabeth Kim, Tamuning, GU
Yongchan Kim, Chuncheon, Korea
Hannah Lynn Kirby, Lebanon
Haley Elizabeth Kocher, Bucyrus
Summa Cum Laude
Alexandra M. Koutras, Massillon
Marisa Lynn Kruszewski, Ypsilanti
Renpeng Li, Columbus
Douglas Michael Liebe, Brockport, NY
Magná Cum Laude
with Honors Research Distinction in Animal Sciences
Robert Anthony Lindeman, Powell
Jessica Kathleen Loucks, Columbus
Karli June Lump, DeGraff
Kevin Roy Lynch, Marysville
Magná Cum Laude
Allison Cassidy Mangun, Burbank
Kraig J. Manion, Blacklick
Mikayla Dalene Marshall, Toronto
Joshua Robert Martin, Hilliard
Magná Cum Laude
Jordan Thomas Marx, Botkins
Logan E. Mazik, Gahanna
Heather Nicole McKibben, New Vienna
JaMeez M. McKinney, Columbus
Nicholas Earl Melvin, East Liberty
Neil Ferhath Mezache, Columbus
Mikayla Rae Moore, Oregonia
Matthew Bryant Moran, Hamilton
Abang Abdul Rahim Ossen, Pusa, Malaysia
Brandy Lynn Palmer, Columbus
Sydney Alicia Palmer, Springfield
Magná Cum Laude
Brandon Gerald Parks, Caledonia
Kelsi Anne Parsons, Delaware
Marissa Skye Pioso, Dayton
Derek Alan Riemer, Ottawa
Kylie E. Riemer, Ottawa
Lori Romie, Piqua
Magná Cum Laude
April Lynn Rose, Conover
Theodore Richard Saker, Columbus
Laurie Mae Schmuki, Columbus
Summa Cum Laude
Adam Christopher Seal, Stow
Garrett Keith Searl, Ashland
Elizabeth Grace Sebrasky, Hiram
Katherine Lee Share, Fresno
Faryal Iram Sharif, Marion, IN
Nathan Edward Shevelow, PickeRington
Daniel Paul Shinkle, Waynesville
Summa Cum Laude
Blake Stewart Sims, Morral
Magná Cum Laude
Samuel Todd Slovisky, Akron
Travis Donovan Smith, West Mansfield
Zachary Dwayne Smock, Pataskala
Demi Snider, Kenton
Summa Cum Laude
Shane Michael Stanton, Columbus
Joshua August Stueve, Hilliard
Tyler Swanson, Columbus
Kayla Corrin Thomas, Cable
Jessica Annabelle Tittle, Powell
Paulus An Truong, Heath
Tate Allan Waddell, Columbus
Antoinette D. Wainwright, Devonshire, Bermuda
Courtney Janice Wallace, Columbus
Nicole Marie Wallace, Gibsonburg
Magna Cum Laude
Darby Jay Walton, Sycamore
McKenna JoElle Weaver, Circleville
Dylan James Weese, Seville
Kristen Marie Wetzel, Batavia, NY
Summa Cum Laude
Dillon D. Wilson, Marysville
Delanie Sue Wiseman, London
Alexandra Paige Wolfganger, Columbus
Yue Wu, Columbus
Emily Rose Yax, Powell
Alexandra Marie Yochens, Columbus
Katelyn Sue Zellner, Mount Gilead

BACHELOR OF SCIENCE IN CONSTRUCTION SYSTEMS MANAGEMENT

Taha Alghothani, Columbus
Scott Douglas Anast, Findlay
Mikiayes Birhane Belay, Columbus
Daniel Michael Bonacci, Akron
Aaron Michael Boone, Urbana
Spencer David Boyer, Holland
Robert Coburn Brownlee, Columbus
Cum Laude
Timothy Michael Cole, Jr., Columbus
Derek Jordan Dixon, Mansfield
Marcus Dean Durbin, Danville
Matthew David Edmonds, Xenia
Forrest John Farson, Hilliard
Kyle Daniel Finch, Akron
Brian Free, Columbus
Magna Cum Laude
Caleb Christian Gabriel, Grove City
Nathan D. Golding, Obetz
Dexter LeRoy Haynes, Jr., Toledo
James Marshall Lough IV, Newark
Michael David Metz, Maineville
Cody Paul Mullins, Mansfield

David Lee Nace, Chillicothe
Matthew E. Novak, Wellington
Michael Allen Richards, Lorain
Brennan Patrick Rolander, Kenton
Derek Adam Rowley, Pataskala
Riley James Saelens, Aberdeen
Nathan James Sketch, Mason
Tyler Richard Souders, Yellow Springs
Anthony Kekoh Taah, Columbus
Adam Michael Thompson, Columbus
Nathan James Whipple, Johnstown
Jacob Lee Zifzal, North Royalton

BACHELOR OF SCIENCE IN FOOD SCIENCE

Michael Edwin Hlatky, Columbus
Daniel John Hohman, Mount Vernon
Chanel Taylor Lambert, Columbus
Claudia Gabi Lavinia, Bandung, Indonesia
with Research Distinction in Food Science and Technology
Kanjun Li, Columbus
Menghan Shi, Zhengzhou, China
Magna Cum Laude
with Research Distinction in Food Science and Technology
Peter Colin Steffes, Hilliard

BACHELOR OF SCIENCE IN NUTRITION

Jillian E. Tatman, London

DAIRY CERTIFICATE

Bryanna Nicole Justice, Wilmington, NC

SCHOOL OF ENVIRONMENT AND NATURAL RESOURCES

BACHELOR OF SCIENCE IN ENVIRONMENT AND NATURAL RESOURCES

Peter Alexander Aldag, Columbus
Rachelle Terri Bendele, Ottoville
John Alfred Berger IV, Columbus
Magna Cum Laude
Jeremie Ellen Beverstock, Lakewood
Aaron Joel Bishop, Bucyrus
Lauryn Kaitlin Bone, Euless, Texas
Stephen Wayne Borton, Grove City
Jacob Alan Bradshaw, Lima
Jamie Eugene Clarkson, Gahanna
Seth Blaine Collingwood, Willard
Joshua Michael Cook, Westerville
Mickey James Croxton, Columbus
Elizabeth Kathryn DeLain, Waukesha, WI
Magna Cum Laude
Rachael Erin Dininger, Columbus
Nicholas Doarn, Columbus
Cum Laude
Christopher Anderson Griffith, Ironton
Christopher Franklin Ellwood, Worthington
Magna Cum Laude
Daniel Thomas Grainger, Westerville
Ryan Alexander Hallowell, Dublin
Cum Laude
Maria Nichole Hart, North Canton
James Alexander Heinen, Westerville
Tiffany Marie Hupp, Strasburg
Magna Cum Laude
Paige Tamzen Kobe, Columbus
Kyle Daniel Kohlwey, Delaware
Lauren Christine Kokinda, Lorain
Daniel Kruszniweski, Independence
Benjamin David Malone, Columbus
Commencement Convocation, December 20, 2016

Casimir Anthony Martina, Grandview Heights
Emma Grace Matcham, Columbus
Cum Laude
with Research Distinction in Forestry, Fisheries, and Wildlife
Lucas Allen McClish, Bellville
Cum Laude
Denise Marie McDonough, Whitehall
Marisa Marie Murphy, Columbus
Milana Novgorodsky, Columbus
Emily Ann Obringer, Chagrin Falls
Jason Christopher Orabella, Loveland
Shirali Nilesh Patel, Columbus
Katelyn Elizabeth Penza, Powell
Nicole Ratliff, Springboro
Cum Laude
Jordan Michael Reding, Chagrin Falls
Cum Laude
Jordan Alexander Ruth, Columbus
Timothy Russell Saxton, Defiance
Kathryn Elizabeth Stierwalt, Fremont
Magn Cum Laude
Ryan Michael Thomas, New Philadelphia
Sara Emily Toskin, Ashville
Luke Henry Treece, Upper Arlington
Katherine Anne Truax, Avon Lake
Cum Laude
Ella Mae Weaver, Archbold
Cum Laude
Marina Hassan Zahran, Powell

Agricultural Technical Institute - Wooster

Associate in Applied Science

Kathryn Elizabeth Anderson, Belle Center
Seth David Arnold, Alvada
Magna Cum Laude
Victoria Elizabeth Bruns, Anna
Seth Christopher Clark, Covington
Taylor Mackenzie Coss, Canton
Amanda Lee Davis, Salem
Kyle Lewis Hack, Mount Gilead
Jonathan Robert Hogan, Berlin Heights
Matthew Douglass Horst, Smithville
Alyssa Nicole Lautzenheiser, New Philadelphia
Hailley Jo McDonnell, Delta
Bailey Lynn Miller, Creston
Tristan Laetner Myers, Logan
John-Murphy Paulin, Nova
Robert Paul Ruman, Fairlawn
Magn Cum Laude
Jacob Elijah Rutan, Urbana
Evan J. Schaefer, Salem
Magn Cum Laude
Ryan Andrew Schmidt, Dundee
Cum Laude
Garrett Andrew Shafer, Covington
Garrett Benjamin Smith, Wooster
Brooke Ann Steele, Polk
Allison Marie Steven, Medina
Cum Laude
Sam Aaron Trommer, Hudson
Madison Nichole Ventola, Grove City
Abigail Lynn Wagner, Waynesburg
Cum Laude
Luke William Wells, Howard
Rachel Ann Woodruff, Bluffton
Magn Cum Laude
Daniel Alan Zellers, Hartville
Cum Laude
Magna Cum Laude

ASSOCIATE OF SCIENCE

Olivia Jean Allison, Medina
Austen J. Arps, Wauseon
Dalanie N. Barns, West Liberty
William Colton Burkett, Ashland
Jacob Earl Copelin, London
Taylor Marie Dickman, Fayette
Mikaila Nichole Drake, Stoutsville
David Frederick Farrell, Jr., Hudson
Robert Allen Gilliland, Magn Cum Laude
McCutchenville
Caleb Donovan Gray, Salesville
Andrew L. Herzog, Solon
Brenna Liane Holter, Pomeroy
Nicole Leigh Koontz, Litchfield
Benjamin Steinem Ladrach, Wooster
Christina M. Legg, North Royalton

MICHAEL E. MORITZ COLLEGE OF LAW

Dean: Alan C. Michaels

JURIS DOCTOR

Scott Patrick Abell, Columbus
B.A. (Harvard University)

Patrick John Kelly-Hauser, New Haven, CT
B.S. (Ohio University)

Abigail C. Mack, Columbus
B.A. (Colorado State University)
M.C.R.P.

Natalie R. Salazar, Columbus
B.S.Bus.Adm., M.B.A.

Daniel E. White, Avon Lake
B.A. (University of Denver)
Commencement Convocation, December 20, 2016

MASTER OF LAWS

Heena Kampani, Patiala, India  
B.A., B.Laws (Punjabi University)  
M.B.A. (Punjab Technical University)  
LL.M. (Rajiv Gandhi National University of Law)

Kazuma Segawa, Tokyo, Japan  
B.Laws&B.Economics (Chuo University)

Rakhi Srivastava, Delhi, India  
B.A., B.Laws (University of Delhi)

Kazuma Segawa, Tokyo, Japan  
B.Laws&B.Economics (Chuo University)

Rakhi Srivastava, Delhi, India  
B.A., B.Laws (University of Delhi)

Kazuma Segawa, Tokyo, Japan  
B.Laws&B.Economics (Chuo University)

Rakhi Srivastava, Delhi, India  
B.A., B.Laws (University of Delhi)

Kazuma Segawa, Tokyo, Japan  
B.Laws&B.Economics (Chuo University)

Rakhi Srivastava, Delhi, India  
B.A., B.Laws (University of Delhi)

Kazuma Segawa, Tokyo, Japan  
B.Laws&B.Economics (Chuo University)

Rakhi Srivastava, Delhi, India  
B.A., B.Laws (University of Delhi)

Kazuma Segawa, Tokyo, Japan  
B.Laws&B.Economics (Chuo University)

Rakhi Srivastava, Delhi, India  
B.A., B.Laws (University of Delhi)

Kazuma Segawa, Tokyo, Japan  
B.Laws&B.Economics (Chuo University)

Rakhi Srivastava, Delhi, India  
B.A., B.Laws (University of Delhi)

Kazuma Segawa, Tokyo, Japan  
B.Laws&B.Economics (Chuo University)

Rakhi Srivastava, Delhi, India  
B.A., B.Laws (University of Delhi)

Kazuma Segawa, Tokyo, Japan  
B.Laws&B.Economics (Chuo University)

Rakhi Srivastava, Delhi, India  
B.A., B.Laws (University of Delhi)

Kazuma Segawa, Tokyo, Japan  
B.Laws&B.Economics (Chuo University)

Rakhi Srivastava, Delhi, India  
B.A., B.Laws (University of Delhi)

Kazuma Segawa, Tokyo, Japan  
B.Laws&B.Economics (Chuo University)

Rakhi Srivastava, Delhi, India  
B.A., B.Laws (University of Delhi)

Kazuma Segawa, Tokyo, Japan  
B.Laws&B.Economics (Chuo University)

Rakhi Srivastava, Delhi, India  
B.A., B.Laws (University of Delhi)

Kazuma Segawa, Tokyo, Japan  
B.Laws&B.Economics (Chuo University)

Rakhi Srivastava, Delhi, India  
B.A., B.Laws (University of Delhi)

Kazuma Segawa, Tokyo, Japan  
B.Laws&B.Economics (Chuo University)

Rakhi Srivastava, Delhi, India  
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B.Laws&B.Economics (Chuo University)

Rakhi Srivastava, Delhi, India  
B.A., B.Laws (University of Delhi)
Commencement Convocation, December 20, 2016

JOHN GLENN COLLEGE OF PUBLIC AFFAIRS

Dean: Trevor L. Brown

BACHELOR OF ARTS
Matthew James Bogard, Westlake
Oumar Dinn Camara, Canal Winchester
Shelby Clutter, Cleveland
Demi Shea Levitch, Overland Park, KS
*Magna Cum Laude*
Dietrich Eugene Lutz, Columbus
Allison Marie Myers, Pataskala
Nadav Michael Pecha, Solon
Christopher Stephen Riley, Mansfield
*Cum Laude*
Joel Richard Thomas, Galloway
Kylie Zunru Tien, Columbus
*Cum Laude*
Avery Leigh Tucker, Olney, MD
*Cum Laude*
Nicole Marie Wallace, Gibsonburg
*Magna Cum Laude*
Allison Becker White, Kettering
*Cum Laude*
Erin Allison Yonchak, Cincinnati
*Magna Cum Laude*

BACHELOR OF SCIENCE

*BACHELOR OF SCIENCE IN PUBLIC HEALTH*
Shiva Lal Dahal, Columbus
Olivia Starr DiCarlantonio, Wellington, FL
Eleanor Elizabeth Fahs, Atlanta, GA
Nasro Hassan, Columbus
Haley Joy Hawkinberry, Westerville
*Magna Cum Laude*
Andrew Michael Leichty, Fort Wayne, IN
Deanna Lohn, Orient
*Summa Cum Laude*
Lauren Jo-Lee Milhouse, Perryburg
Katharine Braxton Moore, Cincinnati
*Cum Laude*
Brea Michelle Porter, Columbus
Erika Michelle Rodriguez, Cincinnati
Susan Salari, Toledo
*Summa Cum Laude*
with Honors in Public Health
Caitlyn Ann Sarich, Grandview Heights
*Cum Laude*

*BACHELOR OF SCIENCE IN SOCIAL WORK*
Taylor Nicole Barnett, Bucyrus
Jessica Marie Bloomfield, Harpster
Jessica Lynn Bollack, Marysville
Jordann Marie Hill, Zanesville
Heidi M. Miller, Newcomerstown
*Magna Cum Laude*
Katlyn Rose Nestor, Mount Vernon
Shianne A. Niles, Marysville
Taylor Michelle Prass, Hilliard
Gary Kendall Stevens, Columbus
Jacelyn Diane Thornsberry, Portsmouth
Danielle Erin Valentine, Columbus
Katie Lynn Wagoner, Fredericktown
*Cum Laude*

BACHELOR OF SCIENCE

Dorian Ilene Bell, Cincinnati
Maj. Gen. Charles Frank Bolden, Jr., (USMC-Ret.) was nominated by President Barack Obama and confirmed by the U.S. Senate as the 12th Administrator of the National Aeronautics and Space Administration. He began his duties as head of the agency on July 17, 2009. As Administrator, Bolden leads a nationwide NASA team to advance the missions and goals of the U.S. space program.

At NASA, Bolden has overseen the safe transition from 30 years of space shuttle missions to a new era of exploration focused on full utilization of the International Space Station and space and aeronautics technology development. He has led the agency in developing a Space Launch System rocket and Orion spacecraft that will carry astronauts to deep space destinations, such as an asteroid and Mars.

He also established a new Space Technology Mission Directorate to develop cutting-edge technologies for the missions of tomorrow. During Bolden's tenure, the agency's support of commercial space transportation systems for reaching low-Earth orbit have enabled successful commercial cargo resupply of the space station and significant progress toward returning the capability for American companies to launch astronauts from American soil by 2017.

Bolden has also supported NASA's contributions toward development of developing cleaner, faster, and quieter airplanes. The agency's dynamic science activities under Bolden include an unprecedented landing on Mars with the Curiosity rover, launch of a spacecraft to Jupiter, enhancing the nation's fleet of Earth-observing satellites, and continued progress toward the 2018 launch of the James Webb Space Telescope, the successor to the Hubble Space Telescope.

Bolden's 34-year career with the Marine Corps also included 14 years as a member of NASA's Astronaut Office. After joining the office in 1980, he traveled to orbit four times aboard the space shuttle between 1986 and 1994, commanding two of the missions and piloting two others. His flights included deployment of the Hubble Space Telescope and the first joint U.S.-Russian shuttle mission, which featured a cosmonaut as a member of his crew.

Prior to his nomination as NASA administrator, Bolden was Chief Executive Officer of JACKandPANTHER LLC, a small business enterprise providing leadership, military, and aerospace consulting, as well as motivational speaking.
### Establishment of Named Endowed Chair (University)

Dr. Floyd M. Beman Chair in Gastroenterology  
Established January 29, 2016, with gifts from Irvin L. and Helen M. Lyon Allison of Columbus, Ohio, in honor of Floyd M. Beman, MD, Professor of Medicine, Division of Gastroenterology, The Ohio State University College of Medicine; used to provide a chair position that will support research and training in gastroenterology, including such things as graduate fellowships, equipment, consumable supplies for research, salary for the faculty chair holder and other costs of an active researcher. Revised November 4, 2016.

<table>
<thead>
<tr>
<th>Amount Establishing Endowment*</th>
<th>Total Commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1,500,000.00</td>
<td>$1,500,000.00</td>
</tr>
</tbody>
</table>

### Establishment of Named Endowed Funds (University)

Nancy Ward Scholarship Fund  
Established November 4, 2016, with a fund transfer by the College of Engineering of a restricted gift from the estate of Nancy Ward (BS 1969); used to provide scholarships for students studying Mechanical Engineering.

<table>
<thead>
<tr>
<th>Amount Establishing Endowment*</th>
<th>Total Commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>$769,013.60</td>
<td>$769,013.60</td>
</tr>
</tbody>
</table>

George and Nancy Ward Scholarship Fund  
Established November 4, 2016, with a fund transfer by the College of Engineering of a restricted gift from the estate of George (BS 1970) and Nancy (BS 1969) Ward; used to provide scholarships for students studying Mechanical Engineering who demonstrate financial need.

<table>
<thead>
<tr>
<th>Amount Establishing Endowment*</th>
<th>Total Commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>$371,288.38</td>
<td>$371,288.38</td>
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</tbody>
</table>

### Change in Description of Named Endowed Fund (University)

Herbert Osborn Scholarship Fund

### Establishment of Named Endowed Professorship (Foundation)

Samuel J. Kiehl III MD Professorship in Emergency Medicine  
Established June 3, 2016, with gifts from Dr. Samuel J. Kiehl III (BA 1967; MD 1971) and Terry L. Kiehl of Grove City, Ohio; and from OSU Emergency Medicine LLC of Columbus, Ohio; used to support a professorship position who is a nationally or internationally recognized physician faculty member in the field of Emergency Medicine with achievements and leadership in, and who shall foster innovation and excellence for, the academic education, residency training and mentorship of physicians in the specialty. Revised November 4, 2016.

<table>
<thead>
<tr>
<th>Amount Establishing Endowment*</th>
<th>Total Commitment</th>
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<tbody>
<tr>
<td>$1,000,000.00</td>
<td>$2,000,000.00</td>
</tr>
<tr>
<td>Establishment of Named Endowed Funds (Foundation)</td>
<td>Scholarship Fund</td>
</tr>
<tr>
<td>--------------------------------------------------</td>
<td>----------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Fred E. Obey, Florence Saunders Obey, and Frederick Creighan Obey Endowed Scholarship Fund</td>
<td>$1,000,000.00 $1,717,513.39</td>
</tr>
<tr>
<td>Robert S. Livesey Professorship Fund in Architecture</td>
<td>$200,000.00 $1,000,000.00</td>
</tr>
<tr>
<td>Medical Class of 1966 Endowed Scholarship Fund</td>
<td>$165,066.99 $165,066.99</td>
</tr>
<tr>
<td>College of Pharmacy Alumni Society Ohio Scholarship Challenge Fund</td>
<td>$158,438.70 $158,438.70</td>
</tr>
<tr>
<td>The Paul B. and Mable D. Jones Endowed Fund for Study Abroad</td>
<td>$150,000.00 $150,000.00</td>
</tr>
</tbody>
</table>
The David H. and Virginia Russ Brown Endowed Scholarship Fund
Established November 4, 2016, with a gift from Virginia R. and David H. (BS 1962) Brown; used to provide renewable scholarships to undergraduate or graduate students with preference given to candidates who are enrolled in the College of Food, Agricultural, and Environmental Sciences and majoring in the Department of Food Science and Technology.

$100,000.00

The Douglas and Carol Mancino Endowed Scholarship Fund in Tax Law
Established November 4, 2016, with gifts from Carol A. Mancino and Douglas M. Mancino (JD 1974); used to provide annual OSC scholarship support to a student enrolled in the Michael E. Moritz College of Law with preference given to a student interested in the study of taxation. First-time recipients must be enrolled in the college.

$100,000.00

The Optometry Alumni Society College Discretionary Fund
Established November 4, 2016, with gifts from the Optometry Alumni Society; used at the discretion of the dean of the College of Optometry.

$100,000.00

Richard Palmer MD Scholarship Fund
Established November 4, 2016, with a gift from Beverly B. and Richard C. Palmer; used to provide OSC scholarships. First-time recipients shall be professional/doctoral students enrolled in the College of Medicine who are pursuing a MD degree. Candidates must be from the State of Ohio. Preference given to candidates who demonstrate financial need.

$100,000.00

The Dale H. Rieder Scholarship Fund
Established November 4, 2016, with a gift from the estate of Mrs. Kathryn S. Rieder of Wooster, Ohio; used to provide a scholarship to be awarded to at least one student attending Ohio State ATI in the College of Food, Agricultural, and Environmental Sciences who is in good academic standing with a cumulative grade point average of at least 2.5.

$100,000.00

Steve and Anne Milligan International Scholarship Fund
Established November 4, 2016, with gifts from Stephen D. Milligan (BS 1985) and Anne O. Milligan of Los Gatos, California, as part of the Joseph A. Alutto Initiative; used to provide scholarship(s) to undergraduate students enrolled in the Max. M. Fisher College of Business to support critical, action-based, learning experiences around the world with first preference given to the recipient of the Steve and Anne Milligan Undergraduate Accounting Scholarship.

$80,000.00

$100,000.00
Lloyd Richard Mawhorr Leukemia Fund
Established November 4, 2016, with gifts from Judith Abraham Mawhorr of Mansfield, Ohio given in memory of her husband, Lloyd Richard Mawhorr; used to support medical research at the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute (The James) on chronic lymphocytic leukemia (CLL), with preference given to research on Richter's Syndrome, to help eradicate the disease and/or improve treatments and patient outcomes; and as undertaken or overseen by the director of Division of Hematology.

The Vetter Family Scholarship Fund
Established November 4, 2016, with gifts from Thomas Vetter and Bud Vetter; used to provide scholarships to currently enrolled students, with a preference to those who are active members of the Sigma Phi Epsilon Fraternity, who have made an impact on the campus, through leadership, commitment to their studies, service to the campus as well as the community, and who exhibit potential to have a significant positive impact after graduation.

Dr. Robert and Cynthia Aurand Endowed Scholarship Fund
Established November 4, 2016, with a gift from Dr. Robert L. (MD 1983) and Mrs. Cynthia (BS 1981) Aurand; equally support the Max M. Fisher College of Business and the College of Arts and Sciences to provide tuition-only scholarships to undergraduate students ranked as juniors or seniors with preference given to candidates from the State of Ohio. Business candidates must be participating in the Fisher Futures program and have a minimum 3.5 grade point average; Arts and Sciences candidates must be majoring in chemistry and have a minimum 3.2 grade point average.

The Ann and Barry Klein Commitment to Community Scholarship Fund
Established November 4, 2016, with gifts from BEK Services, LLC; used to provide a merit-based scholarship for a third or fourth year student enrolled in the College of Pharmacy, who participates in community services and demonstrates a commitment to community service. First preference will be given to candidates from who are graduates of high schools in Summit County, Ohio. Second preference is for candidates who are graduates of high schools in one of the following contiguous counties: Portage, Stark, Wayne, Medina, Cuyahoga.
November 4, 2016 meeting, Board of Trustees

The Carl T. Hanks Endowment for Medieval and Renaissance Manuscripts
Established November 4, 2016, with gifts from John Conrad Hanks and his colleagues, family, and friends.; used to purchase original manuscripts produced prior to the year 1600 CE in any format, language or subject to promote the curricular, research and outreach services provided by the Department of Rare Book and Manuscripts, University Libraries.

$51,045.30

The Judge James H. Williams Scholarship Fund
Established November 4, 2016, with gifts from William I. Kohn (JD 1976) and Karen M. Kohn (MA 1976) and friends of The Honorable James Howard Williams Sr. (JD 1957); used to provide scholarships to students enrolled in the Michael E. Moritz College of Law.

$50,410.00

The Donald L. Bennett and Amy Sabino Bennett Pharmacy Scholarship Fund
Established November 4, 2016, with gifts from Donald L. Bennett (BS 1970) and Amy Sabino Bennett (BS 1970); used to provide scholarship support to a third or fourth year student in the PharmD program in the College of Pharmacy who demonstrates financial need and is involved in pharmacy professional associations.

$50,000.00

Bonita and Sylvan Frank Endowed Scholarship Fund
Established November 4, 2016, with a gift from Bonita K. and Sylvan G. Frank; used to provide a need-based academic scholarship with first preference given to a Doctor of Pharmacy (PharmD) student (or an equivalent degree program should the requirements for a Pharmacist license change).

$50,000.00

Robert F. Gagel/Margo Cox Endowment Fund to Honor Frances Naylor and Wolfgang Fleischhauer
Established November 4, 2016, with gifts from Robert F. Gagel, MD (BA/MD 1971); used to provide OSC scholarships. First-time recipients must be enrolled in the College of Arts and Sciences and ranked as juniors. It is the donor's preference that two tuition-only scholarships be awarded: one to a student who has declared a major of pre-medicine in honor of Frances Naylor and one to a student who has declared a major in German in honor of Professor Wolfgang Fleischhauer.

$50,000.00

The LTC Don and Mrs. Susan B. Hulslander Army ROTC Scholarship in memory of CPT Dennis A. Smith
Established November 4, 2016, with a gift from Donald J. Hulslander Jr. and Susan B. Hulslander; used to provide scholarships to students enrolled in the Army ROTC program.

$50,000.00
Dr. Robert V. and Aneta K. Hutchison Scholarship Fund
Established November 4, 2016, with gifts from Dr. Robert V. and Aneta K. Hutchison; used to provide OSC scholarships. First-time recipients must be enrolled in the College of Veterinary Medicine and express an interest in canine reproduction or Standardbred horse racing.

The Helen and Gregory Jones Endowment in Memory of Gordon Jones
Established November 4, 2016, with gifts from Gregory W. Jones from Calabasas, California; used to supplement the grant-in-aid scholarship costs of an undergraduate student-athlete who is pursuing an undergraduate degree. Preference will be given to a student-athlete majoring in African American and African Studies.

Mills Family Scholarship Fund
Established November 4, 2016, with grants from the donor advised fund of John and Dorothy Mills at the Vanguard Charitable Endowment Program; used to provide OSC scholarships. First-time recipients must be enrolled in the Michael E. Moritz College of Law and demonstrate financial need. Preference shall be given to students from the State of Ohio.

The Captain Nick Rozanski Memorial Scholarship Fund
Established November 4, 2016, with gifts from the Nick Rozanski Memorial Foundation; used to provide scholarship support towards the cost of attendance to undergraduate students who demonstrate financial need. First consideration shall be given to students who are serving, or who have served, in the Ohio Army National Guard from Dublin, Ohio; Central Ohio; and the State of Ohio (in that order of preference). Second consideration shall be given to students who are Army veterans from Dublin, Ohio; Central Ohio; and the State of Ohio (in that order of preference).

The Stephen F. Vogel International Fellow Award Fund II
Established November 4, 2016, with gifts from Stephen F. Vogel (JD 1978); used to provide OSC scholarships. First-time recipients must be enrolled in the Michael E. Moritz College of Law. It is the desire of the donor that the scholarship provides the recipient(s) with an international experience for academic credit toward a degree from the college.
Brian Mehling Endowed Research Fund
Established November 4, 2016, with gifts from Brian Mehling (BA 1989, MS 1994); used to provide a research stipend for students in College of Medicine interested in Orthopaedics or Sports Medicine, with preference given to candidates studying growth hormones or other therapies related to the knees.

$25,000.00  $25,000.00

The Katharine A. Russell Scholarship Endowment Fund
Established November 4, 2016, with an estate gift from Katharine A. Russell (BS 1942) of Belleair, Florida; used to provide a scholarship(s) to an undergraduate student(s) enrolled in the College of Education and Human Ecology who is (are) focused on mathematics education with preference given to candidates from northwest Ohio.

$25,000.00  $25,000.00

Change in Name and Description of Named Endowed Fund (Foundation)
From: The Jeanette McCleery Zupancic Memorial Fund
To: The Judith and Philip Eggers Fund for the support of Social Work practice within the Aging Population

Change in Name of Named Endowed Fund (Foundation)
From: The Donna Redman-Bentley Unrestricted Endowed Fund
To: The Donna Redman-Bentley Endowed Fund

Change in Description of Named Endowed Fund (Foundation)
From: The Frank C. Woodside III Fund for the Pro Bono Research Group at the College of Law
To: The Frank C. Woodside III Trial Technology Fund at the Moritz College of Law

Change in Name of Named Endowed Fund (Foundation)
From: Donovan D. and Shirley J. Schuster Endowed Fund
To: Donovan G. and Shirley J. Schuster Endowed Fund

Change in Description of Named Endowed Fund (Foundation)
Charles A. Bush M.D. Professorship in Cardiovascular Medicine

Michael J. Patzakis MD Endowed Lectureship Fund in Orthopaedics

Total  $5,722,593.73

*Amounts establishing endowments as of September 30, 2016.
Dr. Floyd M. Beman Chair in Gastroenterology

The Dr. Floyd M. Beman Chair Fund in Gastroenterology was established January 29, 2016, by the Board of Trustees of The Ohio State University, with gifts from Irvin L. and Helen M. Lyon Allison of Columbus, Ohio, in honor of Floyd M. Beman, MD, Professor of Medicine, Division of Gastroenterology, The Ohio State University College of Medicine. The required funding level for a chair has been reached. Effective November 4, 2016, the fund name and description shall be revised.

Dr. Beman was an alumnus of The Ohio State University (BA 1939; MD 1943) and a faculty member of its College of Medicine from 1950 until becoming Professor Emeritus in 1967. He was a specialist in the field of Gastroenterology.

The annual distribution from this fund shall provide a chair position that will support research and training in gastroenterology, including such things as graduate fellowships, equipment, consumable supplies for research, salary for the faculty chair holder and other costs of an active researcher. The chair holder shall be appointed by the Board of Trustees of The Ohio State University, as recommended and approved by the dean of the College of Medicine, in consultation with the chair of the Department of Internal Medicine, and the director of the Division of Gastroenterology, Hepatology and Nutrition. The activities of the chair holder shall be reviewed no less than every four years by the dean of the College of Medicine to determine compliance with the intent of the donors, as well as the academic and research standards of the University.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the chair of the Department of Internal Medicine or the director of the Division of Gastroenterology, Hepatology and Nutrition.

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University reserves the right to modify the purposes of this fund, however, if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University’s charitable purposes. In seeking such modification, the University shall consult the dean of the College of Medicine, the chair of the Department of Internal Medicine and the director of the Division of Gastroenterology, Hepatology and Nutrition. Modifications to endowed funds shall be approved by the University’s Board of Trustees, in accordance with the policies of the University.

Nancy Ward Scholarship Fund

The Board of Trustees of The Ohio State University shall establish the Nancy Ward Scholarship Fund effective November 4, 2016, with a fund transfer by the College of Engineering of a restricted gift from the estate of Nancy Ward (BS 1969).

The annual distribution from this fund shall be used to provide scholarships for students studying Mechanical Engineering. Scholarship recipients shall be selected by the College of Engineering scholarship committee, in consultation with Student Financial Aid.

The Ohio State University’s mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.
In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Engineering or his/her designee.

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

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

George and Nancy Ward Scholarship Fund

The Board of Trustees of The Ohio State University shall establish the George and Nancy Ward Scholarship Fund effective November 4, 2016, with a fund transfer by the College of Engineering of a restricted gift from the estate of George (BS 1970) and Nancy (BS 1969) Ward.

The annual distribution from this fund shall be used to provide scholarships for students studying Mechanical Engineering who demonstrate financial need. Scholarship recipients shall be selected by the College of Engineering scholarship committee, in consultation with Student Financial Aid.

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

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

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University reserves the right to modify the purposes of this fund, however, if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University shall consult the dean of the College of Engineering or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees, in accordance with the policies of the University.

Herbert Osborn Scholarship Fund

The Herbert Osborn Scholarship Fund was established June 23, 1955, by the Board of Trustees of The Ohio State University with a bequest from Professor Herbert Osborn. Effective November 4, 2016, the description shall be revised.
November 4, 2016 meeting, Board of Trustees

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

The annual distribution from the fund shall be used to promote scholarship in the field of entomology and is to be used to support scholarships, graduate student participation at scientific meetings, purchase of books or in any manner as may be deemed most useful in any given period. The fund is to be administered by the chairperson of the Department of Entomology with the approval of the dean of the College of Food, Agricultural, and Environmental Sciences.

Should the need for this fund cease to exist or so diminish as to provide unused income, then the income may be used for any purpose whatsoever as determined by the Board of Trustees, with preference being given to the field of entomology.

Samuel J. Kiehl III MD Professorship in Emergency Medicine

The Samuel J. Kiehl III MD Resident Program Enhancement Endowment Fund was established June 3, 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 Dr. Samuel J. Kiehl III (BA 1967; MD 1971) and Terry L. Kiehl of Grove City, Ohio; and from OSU Emergency Medicine LLC of Columbus, Ohio. The required funding level for a professorship has been reached. Effective November 4, 2016, the fund name and description shall be revised.

Dr. Kiehl was born in Columbus, Ohio and has served as a faculty member of the Department of Emergency Medicine; first as a clinical assistant professor in 1980 and then full time in 2002. He became the director of the Emergency Medicine Department at Riverside Methodist Hospital in 1980. Shortly thereafter, he jointly developed Ohio State’s residency training program in the specialty with Dr. Douglas Rund (division director and later department chairperson, 1978-2011) of Emergency Medicine at The Ohio State University.

The annual distribution from this fund shall be used for a professorship position. The appointee shall be a nationally or internationally recognized physician faculty member in the field of Emergency Medicine with achievements and leadership in, and who shall foster innovation and excellence for, the academic education, residency training and mentorship of physicians in the specialty. The annual distribution shall be used for the program enhancements for resident growth and development, but may not be used as a substitute, or additional funding for, the University-provided salary or benefits of the appointee; nor be used for operational costs to run the residency program. Funds shall be directed towards improvements in curriculum, program duration and educational opportunities; critical clinical skills and research training; life and work integration; and fellowship awards. Expenditures shall be recommended by the holder of the professorship and approved by the chairperson of the Department of Emergency Medicine, in consultation with program director for residency training and the dean of the College of Medicine.

The professorship holder shall be appointed by the University's Board of Trustees as recommended and approved by the dean of the College of Medicine, in consultation with the chairperson of the Department of Emergency Medicine. The activities of the holder shall be reviewed no less than every four years by the college’s dean to determine compliance with the intent of the donors as well as the academic and research standards of the University.

The fund shall be revised to the Samuel J. Kiehl III MD Chair in Emergency Medicine should the principal balance reach $2,000,000 by December 31, 2020. After December 31, 2020, the fund shall be revised when the endowment principal balance reaches the minimum funding level required at that date for a chair.
November 4, 2016 meeting, Board of Trustees

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

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

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

Fred E. Obey, Florence Saunders Obey, and Frederick Creighan Obey Endowed Scholarship Fund

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Fred E. Obey, Florence Saunders Obey, and Frederick Creighan Obey Endowed Scholarship Fund effective November 4, 2016, with an estate gift from Fred E. Obey (BS 1951).

The annual distribution from this fund shall be used to provide renewable tuition-only scholarships to graduate students from the state of Ohio who are enrolled in the College of Arts and Sciences and majoring in one of the Natural and Mathematical Sciences with preference given to candidates who demonstrate financial need. It is the donor's desire that the scholarships be awarded with particular attention to, but not limited to, minority students. Scholarship recipients shall be selected by the executive dean of the college, in consultation with Student Financial Aid.

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

Per the request of donor, the University agrees that 100 percent of the unused annual distribution from this endowed fund shall be reinvested in the endowment principal.

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

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

Robert S. Livesey Professorship Fund in Architecture

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 S. Livesey Professorship Fund in Architecture effective November 4, 2016, with a gift from the Austin E. Knowlton Foundation, Inc.

The annual distribution from this fund shall be used to support the Robert S. Livesey Professorship in the Architecture Section of the Knowlton School of Architecture. The intent is that the head of the Architecture Section would be appointed the Robert S. Livesey Professor and that the funds would be available to the Section Head to advance the mission of the section and school through scholarship, teaching, and student support. The funds are not to be used to replace salary. Appointment to the position shall be recommended to the Provost by the director of the Knowlton School of Architecture, in consultation with the Architecture Section faculty and the dean of the College of Engineering and approved by the University’s Board of Trustees.

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

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

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

Medical Class of 1966 Endowed Scholarship Fund

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Medical Class of 1966 Endowed Scholarship Fund effective November 4, 2016, with gifts from members of the medical class of 1966.

The annual distribution from this fund shall be used to provide scholarships. First-time recipients shall be enrolled in the College of Medicine and display financial need and/or academic merit. Scholarship recipients shall be selected by the college's scholarship committee, in consultation with Student Financial Aid.

Scholarships are portable if the recipients change campuses, transferable if they change major, and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good standing with the University.
The University’s mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

This fund is eligible included in the Ohio Scholarship Challenge. The University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Under the Challenge, unused annual distribution cannot be reinvested in the fund's principal.

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

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

**College of Pharmacy Alumni Society Ohio Scholarship Challenge 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 College of Pharmacy Alumni Society Ohio Scholarship Challenge Fund effective November 4, 2016, with gifts from the College of Pharmacy Alumni Society.

The annual distribution from this fund shall be used to provide scholarship support. First-time recipients shall be second, third, or fourth year PharmD students. Candidates must be in good academic standing, participate in one or more of the college’s student organizations, demonstrate financial need and exhibit potential for success. Recipients shall be selected by the college’s scholarship committee, in consultation with Student Financial Aid.

The scholarships are portable if the recipients change campuses, transferable if they change major, and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good standing with the University.

This fund is included in the Ohio Scholarship Challenge. The University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Under the Challenge, unused annual distribution cannot be reinvested in the fund's principal.

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

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

The Paul B. and Mable D. Jones Endowed Fund for Study Abroad

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 Paul B. and Mable D. Jones Endowed Fund for Study Abroad effective November 4, 2016, with an estate gift from Mable D. Jones.

The annual distribution from this fund shall be used to provide assistance with tuition, travel costs, and fees for students participating in the Study Abroad Program at The Ohio State University at Newark with preference given to candidates who demonstrate financial need. Recipients shall be selected by The Ohio State University at Newark scholarship committee, in consultation with the director of the Newark Study Abroad Program and Student Financial Aid.

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

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean/director of The Ohio State University at Newark or his/her designee. The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University’s costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University’s charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean/director of The Ohio State University at Newark 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 David H. and Virginia Russ Brown Endowed Scholarship Fund

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish The David H. and Virginia Russ Brown Endowed Scholarship Fund effective November 4, 2016, with a gift from Virginia R. and David H. (BS 1962) Brown.

The annual distribution from this fund shall be used to provide renewable scholarships to undergraduate or graduate students. Preference shall be given to candidates who are enrolled in the College of Food, Agricultural, and Environmental Sciences and are majoring in the Department of Food Science and Technology. Recipients will be selected by the Department of Food Science and Technology’s scholarship selection committee, in accordance with guidelines established by the dean of the college or his/her designee and, in consultation with Student Financial Aid.

If there are no eligible students, the annual distribution funds may be used to provide program support at the discretion of the chair of the Food Science and Technology
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Department. Expenditures may include, but not be limited to, research and teaching equipment, conferences, research assistance, reference materials, etc.

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

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

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

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

The Douglas and Carol Mancino Endowed Scholarship Fund in Tax Law

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 Douglas and Carol Mancino Endowed Scholarship Fund in Tax Law effective November 4, 2016, with gifts from Carol A. Mancino and Douglas M. Mancino (JD 1974).

The annual distribution from this fund shall be used to provide annual scholarship support to a student enrolled in the Michael E. Moritz College of Law with preference given to a student interested in the study of taxation. First-time recipients must be enrolled in the college. Scholarship recipients shall be selected by college’s dean of admissions, in consultation with Student Financial Aid.

The scholarships are portable if the recipients change campuses; transferable if they change major; and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good standing with the University.

This fund is included in the Ohio Scholarship Challenge. The University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Under the Challenge, unused distribution cannot be reinvested in the fund’s principal.

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

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University’s charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the Michael E. Moritz College of Law 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 Optometry Alumni Society College Discretionary 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 Optometry Alumni Society College Discretionary Fund effective November 4, 2016, with gifts from the Optometry Alumni Society.

The annual distribution from this fund shall be used at the discretion of the dean of the College of Optometry.

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

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

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

Richard Palmer MD 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 Richard Palmer MD Scholarship Fund effective November 4, 2016, with a gift from Beverly B. and Richard C. Palmer.

The annual distribution from this fund shall be used to provide scholarships. It is the donors’ preference that first-time recipients be professional/doctoral students enrolled in the College of Medicine who are pursuing a MD degree. Candidates must be from the State of Ohio. Preference given to candidates who demonstrate financial need. Recipients will be approved by the college’s dean, in consultation with the college’s scholarship committee and Student Financial Aid.
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The scholarships are portable if the recipients change campuses; transferable if they change major; and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good standing with the University.

This fund is included in the Ohio Scholarship Challenge. The University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Under the Challenge, unused annual distribution cannot be reinvested in the fund’s principal.

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

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

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

The Dale H. Rieder 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 Dale H. Rieder Scholarship Fund effective November 4, 2016, with a gift from the estate of Mrs. Kathryn S. Rieder of Wooster, Ohio.

The annual distribution from this fund shall be used to provide a scholarship to be awarded to at least one student attending Ohio State ATI in the College of Food, Agricultural, and Environmental Sciences. Eligible candidates must be in good academic standing with a cumulative grade point average of at least 2.5. Recipients shall be selected by the scholarship selection committee at Ohio State ATI, in accordance with guidelines established by the dean of the College, in consultation with Student Financial Aid.

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

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be (1) held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or (2) reinvested in the endowment principal at the discretion of the dean of the College of Food, Agricultural, and Environmental Sciences.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University’s costs of development and fund management.
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It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University’s charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Food, Agricultural, and Environmental Sciences. Modifications to endowed funds shall be approved by the University’s Board of Trustees and the Foundation’s Board of Directors, in accordance with the policies of the University and Foundation.

Steve and Anne Milligan International Scholarship Fund

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Steve and Anne Milligan International Scholarship Fund effective November 4, 2016, with gifts from Stephen D. Milligan (BS 1985) and Anne O. Milligan of Los Gatos, California, as part of the Joseph A. Alutto Initiative.

The annual distribution from this fund shall be used to provide scholarship(s) to undergraduate students enrolled in the Max. M. Fisher College of Business to support critical, action-based, learning experiences around the world. First preference shall be given to the recipient of the Steve and Anne Milligan Undergraduate Accounting Scholarship. Expenditures from this fund shall be approved by the college’s scholarship committee, in consultation with Student Financial Aid.

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

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

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

Lloyd Richard Mawhorr Leukemia 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 Lloyd Richard Mawhorr Leukemia Fund effective November 4, 2016, with gifts from Judith Abraham Mawhorr of Mansfield, Ohio given in memory of her husband, Lloyd Richard Mawhorr.
The annual distribution from this fund shall support medical research at the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute (The James) on chronic lymphocytic leukemia (CLL), with preference given to research on Richter’s Syndrome, to help eradicate the disease and/or improve treatments and patient outcomes; and as undertaken or overseen by the director of Division of Hematology. Allocation of funds shall be made by division’s director, in consultation with chief executive officer of The James.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the director of Division of Hematology, in consultation with the chief executive officer of The James.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University’s charitable purposes. In seeking such modification, the University and the Foundation shall consult the division director, the chief executive officer of The James. 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 Vetter Family Scholarship Fund

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish The Vetter Family Scholarship Fund (The Vetter Impact Award) effective November 4, 2016, with gifts from Thomas Vetter and Bud Vetter.

The annual distribution from this fund shall provide scholarships to currently enrolled students, with a preference to those who are active members of the Sigma Phi Epsilon Fraternity, who have made an impact on the campus, through leadership, commitment to their studies, service to the campus as well as the community, and who exhibit potential to have a significant positive impact after graduation. The donor may suggest a preference for different scholarship criteria from time to time. Scholarship recipients shall be selected by Student Life, in consultation with Student Financial Aid. The donor, the donor’s spouse, Thomas A. Vetter or other lineal descendants may request notification of the scholarship recipients.

The University reserves the right to modify any selection criteria should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy at any time in the future.

In any given year that the endowment distribution is not fully used for it’s intended purpose, the unused portion should be held in the distribution account to be used in the subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the vice president of Student Life or his/her designee.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University’s costs of development and fund management.
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It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the vice president of Student Life or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation’s Board of Directors, in accordance with the policies of the University and Foundation.

Dr. Robert and Cynthia Aurand Endowed Scholarship Fund

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Dr. Robert and Cynthia Aurand Endowed Scholarship Fund effective November 4, 2016, with a gift from Dr. Robert L. (MD 1983) and Mrs. Cynthia (BS 1981) Aurand.

The annual distribution from this fund shall equally support the Max M. Fisher College of Business and the College of Arts and Sciences to provide tuition-only scholarships to undergraduate students ranked as juniors or seniors. Preference shall be given to candidates from the State of Ohio. Business candidates must be participating in the Fisher Futures program and have a minimum 3.5 grade point average; Arts and Sciences candidates must be majoring in chemistry and have a minimum 3.2 grade point average. Recipients will be selected in accordance with the respective college’s current guidelines and procedures for scholarship administration, in consultation with Student Financial Aid.

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

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the Max M. Fisher College of Business and the executive dean of the College of Arts and Sciences or their designees, respectively.

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

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

The Ann and Barry Klein Commitment to Community 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 Ann and Barry Klein Commitment to Community Scholarship Fund effective November 4, 2016, with gifts from BEK Services, LLC.
The annual distribution from this fund shall be used to provide a merit-based scholarship for a third or fourth year student enrolled in the College of Pharmacy, who participates in community services and demonstrates a commitment to community service. Candidates must submit an original essay to describe their community service and the impact this service will have on their career as a health care professional. First preference will be given to candidates who are graduates of high schools in Summit County, Ohio. Second preference is for candidates who are graduates of high schools in one of the following contiguous counties: Portage, Stark, Wayne, Medina, Cuyahoga. Recipients shall be selected by the college’s scholarship committee, in consultation with Student Financial Aid.

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

In any given year that the endowment distribution is not fully used for its intended purpose, the unused distribution from this endowed fund shall be reinvested in the endowment principal.

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

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

**The Carl T. Hanks Endowment for Medieval and Renaissance Manuscripts**

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 Carl T. Hanks Endowment for Medieval and Renaissance Manuscripts effective November 4, 2016, with gifts from John Conrad Hanks and his colleagues, family, and friends.

The annual distribution from this fund shall be used to purchase original manuscripts produced prior to the year 1600 CE in any format, language or subject. The manuscripts purchased with this fund will be used to promote the curricular, research and outreach services provided by the Department of Rare Book and Manuscripts, University Libraries. Expenditures shall be at the discretion of the department’s chair with approval from the libraries’ director.

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

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University’s costs of development and fund management.
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It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the director of University Libraries or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Judge James H. Williams 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 Judge James H. Williams Scholarship Fund effective November 4, 2016, with gifts from William I. Kohn (JD 1976) and Karen M. Kohn (MA 1976) and friends of The Honorable James Howard Williams Sr. (JD 1957).

The annual distribution from this fund shall be used to provide scholarships to students enrolled in the Michael E. Moritz College of Law. Scholarship recipients shall be selected by the college's dean of admissions, in consultation with Student Financial Aid.

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

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 purpose of the endowment, or reinvested in the endowment principal at the discretion of the dean of the Michael E. Moritz College of Law.

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 donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the Michael E. Moritz College of Law. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Donald L. Bennett and Amy Sabino Bennett Pharmacy 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 Donald L. Bennett and Amy Sabino Bennett Pharmacy Scholarship Fund effective November 4, 2016, with gifts from Donald L. Bennett (BS 1970) and Amy Sabino Bennett (BS 1970).

The annual distribution from this fund shall be used to provide scholarship support to a third or fourth year student in the PharmD program in the College of Pharmacy who demonstrates financial need and is involved in pharmacy professional associations. Recipients will be selected by the college’s scholarship committee, in consultation with Student Financial Aid.
The Ohio State University’s mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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

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

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

Bonita and Sylvan Frank Endowed Scholarship Fund

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Bonita and Sylvan Frank Endowed Scholarship Fund effective November 4, 2016, with a gift from Bonita K. and Sylvan G. Frank.

Bonita Kirson Frank is the daughter, granddaughter, niece, and wife of pharmacists. Sylvan Gerald Frank joined the faculty of the Division of Pharmaceutics and Pharmaceutical Chemistry of the College of Pharmacy in 1970 and retired in 2013 as Professor and Associate Dean. They and their family enjoyed their association with Ohio State to the fullest and this scholarship is given in appreciation to the University and its fine students and faculty.

The annual distribution from this fund shall be used to provide a need-based academic scholarship with first preference given to a Doctor of Pharmacy (PharmD) student (or an equivalent degree program should the requirements for a Pharmacist license change). In the case that no professional programs at the University exist that result in a Pharmacist license, the scholarship may be awarded to any undergraduate student with financial need enrolled at the University. Scholarship recipients shall be selected by the college’s scholarship committee, in consultation with Student Financial Aid.

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

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

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

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

Robert F. Gagel/Margo Cox Endowment Fund to Honor Frances Naylor and Wolfgang Fleischhauer

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 F. Gagel/Margo Cox Endowment Fund to Honor Frances Naylor and Wolfgang Fleischhauer effective November 4, 2016, with gifts from Robert F. Gagel, MD (BA/MD 1971).

The annual distribution from this fund shall be used to provide scholarships. First-time recipients must be enrolled in the College of Arts and Sciences and ranked as juniors. It is the donor’s preference that two tuition-only scholarships be awarded: one to a student who has declared a major of pre-medicine in honor of Frances Naylor and one to a student who has declared a major in German in honor of Professor Wolfgang Fleischhauer. Scholarship recipients shall be selected by the college’s executive dean or his/her designee, in consultation with the chair of the Department of Germanic Languages and Student Financial Aid.

The scholarships are portable if the recipients change campuses; transferable if they change major; and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good standing with the University.

This fund is eligible to be included in the Ohio Scholarship Challenge. If the fund’s principal balance reaches $100,000 on or before June 30, 2020, the University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Under the Challenge, unused annual distribution cannot be reinvested in the fund’s principal.

If the fund’s principal balance does not reach $100,000 on or before June 30, 2020, the fund will no longer be eligible to be included in the Ohio Scholarship Challenge; the annual distribution will not be matched; the scholarships will not be required to be portable, transferable, or renewable; and unused distribution can be reinvested in the fund’s principal.

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

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

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

The LTC Don and Mrs. Susan B. Hulslander Army ROTC Scholarship in memory of CPT Dennis A. Smith

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 LTC Don and Mrs. Susan B. Hulslander Army ROTC Scholarship in memory of CPT Dennis A. Smith effective November 4, 2016, with a gift from Donald J. Hulslander Jr. and Susan B. Hulslander.

The annual distribution from this fund shall be used to provide scholarships to students enrolled in the Army ROTC program. Scholarships may be awarded to up to four (4) students annually. Recipients will be selected by the Department of Military Science, in consultation with Student Financial Aid.

If the Army ROTC is no longer offered by the University, funds will be used to support veterans and their dependents. If the Army ROTC is subsequently reinstated by the University, the fund will revert to its original purpose.

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 chair of the Department of Military Science 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 with the chair of the Department of Military Science or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Dr. Robert V. and Aneta K. Hutchison 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. Robert V. and Aneta K. Hutchison Scholarship Fund effective November 4, 2016, with gifts from Dr. Robert V. and Aneta K. Hutchison.
The annual distribution from this fund shall be used to provide scholarships. First-time recipients must be enrolled in the College of Veterinary Medicine and express an interest in canine reproduction or Standardbred horse racing. Scholarship recipients shall be selected by the scholarship committee in the College of Veterinary Medicine, in consultation with the college’s dean, or his/her designee, and Student Financial Aid.

The scholarships are portable if the recipients change campuses; transferable if they change major; and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good standing with the University.

This fund is eligible to be included in the Ohio Scholarship Challenge. If the fund’s principal balance reaches $100,000 on or before December 31, 2021 the University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Under the Challenge, unused annual distribution cannot be reinvested in the fund’s principal.

If the fund’s principal balance does not reach $100,000 on or before December 31, 2021 the fund will no longer be eligible to be included in the Ohio Scholarship Challenge; the annual distribution will not be matched; the scholarships will not be required to be portable, transferable, or renewable; and unused distribution can be reinvested in the fund’s principal.

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

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

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

The Helen and Gregory Jones Endowment in Memory of Gordon Jones

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 Helen and Gregory Jones Endowment in Memory of Gordon Jones effective November 4, 2016, with gifts from Gregory W. Jones from Calabasas, California.

The annual distribution from this fund shall be used to supplement the grant-in-aid scholarship costs of an undergraduate student-athlete who is pursuing an undergraduate degree. Preference will be given to a student-athlete majoring in African American and African Studies. Scholarship recipients shall be selected by the director of the Department of Athletics, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.
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In any given year that the endowment distribution is not fully used for its intended purpose, the unused distribution from this endowed fund should be reinvested in the endowment principal.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation’s Board of Directors and the University’s Board of Trustees. In making this alternate designation, the Boards shall seek advice from the director of the Department of Athletics.

**Mills Family Scholarship Fund**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Mills Family Scholarship Fund effective November 4, 2016, with grants from the donor advised fund of John and Dorothy Mills at the Vanguard Charitable Endowment Program. This endowment does not represent or create a legally binding obligation by the Vanguard Charitable Endowment Program or the Mills.

The annual distribution from this fund shall be used to provide scholarships. First-time recipients must be enrolled in the Michael E. Moritz College of Law and demonstrate financial need. Preference shall be given to students from the State of Ohio. Scholarship recipients shall be selected by the college’s dean or his/her designee, in consultation with Student Financial Aid.

The scholarships are portable if the recipients change campuses; transferable if they change major; and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good standing with the University.

This fund is eligible to be included in the Ohio Scholarship Challenge. If the fund’s principal balance reaches $100,000 on or before June 30, 2021 the University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Under the Challenge, unused annual distribution cannot be reinvested in the fund’s principal.

If the fund’s principal balance does not reach $100,000 on or before June 30, 2021 the fund will no longer be eligible to be included in the Ohio Scholarship Challenge; the annual distribution will not be matched; the scholarships will not be required to be portable, transferable, or renewable; and unused distribution can be reinvested in the fund’s principal.

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

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the
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purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the Michael E. Moritz College of Law 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 Captain Nick Rozanski Memorial Scholarship Fund**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish The Captain Nick Rozanski (BA 1999) Memorial Scholarship Fund effective November 4, 2016, with gifts from the Nick Rozanski Memorial Foundation.

The annual distribution from this fund shall be used to provide scholarship support towards the cost of attendance to undergraduate students. To qualify candidates must demonstrate financial need. First consideration shall be given to students who are serving, or who have served, in the Ohio Army National Guard from Dublin, Ohio; Central Ohio; and the State of Ohio (in that order of preference). Second consideration shall be given to students who are Army veterans from Dublin, Ohio; Central Ohio; and the State of Ohio (in that order of preference). Recipients will be selected by the director of the Office of Military & Veterans Services, in consultation with Student Financial Aid. Scholarships are renewable.

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

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

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the director of the Office of Military & Veterans Services 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 Stephen F. Vogel International Fellow Award Fund II**

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 Stephen F. Vogel International Fellow Award Fund II effective November 4, 2016, with gifts from Stephen F. Vogel (JD 1978).

The annual distribution from this fund shall be used to provide scholarships. First-time recipients must be enrolled in the Michael E. Moritz College of Law. It is the desire of the donor that the scholarship provides the recipient(s) with an international experience for
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academic credit toward a degree from the college. Experiences must be suggested by the recipient(s) and approved by the college. Scholarship recipients shall be selected by the college’s dean of admissions, in consultation with Student Financial Aid.

The scholarships are portable if the recipients change campuses; transferable if they change major; and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good standing with the University.

This fund is eligible to be included in the Ohio Scholarship Challenge. If the fund’s principal balance reaches $100,000 on or before December 31, 2019, the University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Under the Challenge, unused annual distribution cannot be reinvested in the fund’s principal.

If the fund’s principal balance does not reach $100,000 on or before December 31, 2019, the fund will no longer be eligible to be included in the Ohio Scholarship Challenge; the annual distribution will not be matched; the scholarships will not be required to be portable, transferable, or renewable; and unused distribution can be reinvested in the fund’s principal.

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

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University’s charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the Michael E. Moritz College of Law 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.

Brian Mehling Endowed Research Fund

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Brian Mehling Endowed Research Fund effective November 4, 2016, with gifts from Brian Mehling (BA 1989, MS 1994).

The annual distribution from this fund shall provide a research stipend for students in College of Medicine interested in Orthopaedics or Sports Medicine, with preference given to candidates studying growth hormones or other therapies related to the knees. Expenditures shall be approved by the college’s dean.

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

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University’s charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Medicine. 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 Katharine A. Russell 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 Katharine A. Russell Scholarship Endowment Fund effective November 4, 2016, with an estate gift from Katharine A. Russell (BS 1942) of Belleair, Florida.

The annual distribution from this fund shall be used to provide a scholarship(s) to an undergraduate student(s) enrolled in the College of Education and Human Ecology who is (are) focused on mathematics education with preference given to candidates from northwest Ohio. The recipient(s) shall be selected based on academic merit and financial need. Recipients shall be recommended by the college’s scholarship committee and approved by the dean, in coordination with Student Financial Aid.

The University may modify any selection criteria should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

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

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation’s Board of Directors and the University’s Board of Trustees. In making this alternate designation, the Boards shall seek advice from the dean of the College of Education and Human Ecology.

The Judith and Philip Eggers Fund
for the support of Social Work practice within the Aging Population

The Jeanette McCleery Zupancic Memorial Fund was established August 31, 2012, 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. Judith C. Eggers (BSSW 1962). Effective November 4, 2016, the fund name and description shall be revised.

The annual distribution from this fund shall be used at the discretion of the dean of the College of Social Work for the benefit of the Champion Intergenerational Center, a
university-community partnership dedicated to providing expert care and improved quality of life for young children and aging adults.

In any given year that the endowment distribution is not fully used for its intended purposes, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University’s charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Social Work 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 Donna Redman-Bentley Endowed Fund

The Donna Redman-Bentley Unrestricted Endowed Fund was established June 22, 2012, 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 Donna Redman-Bentley, PT, PhD (Certificate 1970 and MS 1973) of Banning, California. The required funding level for a restricted fund has been reached. Effective November 4, 2016, the fund name and description shall be revised.

The annual distribution from this fund shall be used to support the Division of Physical Therapy in the School of Health and Rehabilitation Sciences (HRS), specifically to provide scholarship or research support for Physical Therapy students or to support interprofessional education initiatives and programs in the division and HRS. Annual distribution shall be allocated by the division director, in consultation with the director of HRS. Student recipients will be selected by the director of the division, in consultation with the director of HRS, with the College of Medicine Scholarship Committee as needed and with Student Financial Aid.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the director of the School of Health and Rehabilitation Sciences.

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

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use, as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the University’s Board of Trustees. In making this alternate designation, the Board shall seek advice from the donor, if possible, and as recommended by the director of the School of Health and Rehabilitation Sciences, in consultation with the director of the Division of Physical Therapy, the dean of the College of Medicine.
The Frank C. Woodside III Trial Technology Fund at the Moritz College of Law

The Frank C. Woodside III Fund for the Pro Bono Research Group at the College of Law was established May 7, 1999, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Frank C. Woodside (BS Biological Sciences 1966; JD 1969) of Wyoming, Ohio. Effective November 4, 2016, the fund name and description shall be revised.

The annual distribution shall be used to support and advance technology in the area of trial instruction at the Michael E. Moritz College of Law as determined by the college's dean.

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

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

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

Donovan G. and Shirley J. Schuster 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 Donovan D. and Shirley J. Schuster Endowed Fund effective September 2, 2016, with gifts from Richard D. Schuster (JD 1981). Effective November 4, 2016, the fund name shall be revised.

The annual distribution from this fund shall be used to provide scholarships. First-time recipients must be enrolled in the Michael E. Moritz College of Law and demonstrate academic excellence and financial need based on their FAFSA applications. Preference shall be given to applicants who are married. Scholarship recipients shall be selected by the dean of the Michael E. Moritz College of Law or his/her designee, in consultation with Student Financial Aid.

The scholarships are portable if the recipients change campuses; transferable if they change major; and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good standing with the University.

This fund is eligible to be included in the Ohio Scholarship Challenge. If the fund's principal balance reaches $100,000 on or before June 30, 2020 the University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Under the Challenge, unused annual distribution cannot be reinvested in the fund's principal.

If the fund’s principal balance does not reach $100,000 on or before June 30, 2020 the fund will no longer be eligible to be included in the Ohio Scholarship Challenge; the annual
distribution will not be matched; the scholarships will not be required to be portable, transferable, or renewable; and unused distribution can be reinvested in the fund’s principal.

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

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

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

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

The Charles A. Bush M.D. Chair Fund in Cardiovascular Medicine was established April 10, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts made by friends, grateful patients, medical alumni (including past residents and fellows), faculty and other colleagues; given in honor of the career and leadership of Dr. Charles A. Bush of Powell, Ohio. The funding level for an endowed professorship was reached and the professorship was established June 3, 2016. Effective November 4, 2016, the description shall be revised.

Dr. Bush is a Professor Emeritus of the Department of Internal Medicine and in Cardiovascular Disease. He joined the faculty in 1972 as assistant professor after completing medical residency training and a post-graduate fellowship at The Ohio State University. His leadership was instrumental in the development of the Richard M. Ross Heart Hospital, one of the nation’s first fully integrated academic hospitals dedicated to comprehensive cardiovascular patient care. Dr. Bush served as its director since its opening in 2004 through 2012. At what is now the Wexner Medical Center, he also held positions of chief-of-staff from 1991-1993 and directed the cardiac catheterization labs for 26 years. He was honored as Professor of the Year and awarded the Charles F. Wooley MD Transmission of Excellence Teaching Award.

The annual distribution from this fund shall be used for a professorship in the Division of Cardiovascular Medicine in the Department of Internal Medicine supporting a nationally or internationally recognized physician faculty member in the field of Cardiology. The professorship holder shall be appointed by the University’s Board of Trustees as recommended and approved by the dean of the College of Medicine, in consultation with the department chairperson, division director and the executive vice president of health sciences. The activities of the professorship holder shall be reviewed no less than every four years by the dean to determine compliance with the intent of the donors as well as the academic and research standards of the University.

The fund may be revised when the endowment principal balances reaches the minimum funding level required at that date for chair position.
The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University’s costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University’s charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean, department chairperson, division director and senior vice president for health sciences. Modifications to endowed funds shall be approved by the University’s Board of Trustees and the Foundation’s Board of Directors, in accordance with the policies of the University and Foundation.

Michael J. Patzakis MD Endowed Lectureship Fund in Orthopaedics

The Michael J. Patzakis MD Endowed Lectureship Fund in Orthopaedics was established August 28, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Michael J. Patzakis, MD (BA 1959, MD 1963) and Susan G. Patzakis (BS 1963). Effective November 4, 2016, the description shall be revised.

The annual distribution from this fund shall be used to provide support for a lectureship series for medical professionals, researchers and clinicians relating to advancements in Orthopaedics and an affiliated award to residents. Expenses may include, but are not limited to, speaker honorarium and travel/lodging costs, space rental, supplies, publicity and other necessary expenses. The Michael J. Patzakis Endowed Lectureship shall be held annually. The donor requests that the lectureship give a commemorative award (plaque) to the visiting professor as a thank you token for presenting at the Michael J. Patzakis Lectureship. The Michael J. Patzakis Leadership Excellence Award in Clinical Care shall be awarded annually in a minimum amount of $1,000 to recognize a resident who demonstrates leadership. Allocations shall be approved by the department’s chair, in consultation with the dean of the College of Medicine.

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

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

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University’s charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Medicine or his/her designee. Modifications to endowed funds shall be approved by the University’s Board of Trustees and the Foundation’s Board of Directors, in accordance with the policies of the University and Foundation.
The Ohio State University
(A Component Unit of the State of Ohio)
Financial Statements
As of and for the Years Ended June 30, 2016 and 2015
And Reports of Independent Auditors
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Report of Independent Auditors

To the Board of Trustees of
The Ohio State University
Columbus, Ohio:

We have audited the financial statements of The Ohio State University (the “University”), a component unit of the State of Ohio, appearing on pages 20 to 85, which consist of the statements of net position as of June 30, 2016 and June 30, 2015, the related statements of revenues, expenses, and other changes in net position and of cash flows, and the related notes to the financial statements for the years then ended, of the primary institution and of the aggregate discretely presented component units, 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 University as of June 30, 2016 and June 30, 2015, 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 19, and the Required Supplementary Information on GASB 68 Pension Liabilities on page 86 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 87 through 88 is presented for purposes of additional analysis and is not a required part of the basic financial statements. Such information has not been subjected to the auditing procedures applied in the audit of the basic financial statements and, accordingly, we do not express an opinion or provide any assurance on it.

Other Reporting Required by Government Auditing Standards

In accordance with Government Auditing Standards, we have also issued our report dated October XX, 2016 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, 2016. The purpose of that report is 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 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.

October XX, 2016
Management’s Discussion and Analysis for the Year Ended June 30, 2016 (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, 2016, with comparative information for the years ended June 30, 2015 and June 30, 2014. 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 65,000 students, 6,900 faculty members and 24,000 staff members. Founded in 1870 under the Morrill Land Grant Act, the university – which was originally known as the Ohio Agricultural and Mechanical College -- has grown over the years into a comprehensive public institution of higher learning, with over 200 undergraduate majors, 157 master’s degree programs, 121 doctoral programs and seven professional degree programs.

The Ohio State University Wexner 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 The Ohio State University Hospital, The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute, Richard M. Ross Heart Hospital, University Hospital East, OSU Harding Hospital, The Ohio State University Specialty Care Network, Dodd Rehabilitation Hospital, The Eye and Ear Institute, The Stefanie Spielman Comprehensive Breast Center, and operates Ambulatory and Primary Care sites throughout central Ohio. The Health System provided services to approximately 59,300 adult inpatients and 1,724,000 outpatients during fiscal year 2016, 58,200 adult inpatients and 1,664,000 outpatients during fiscal year 2015, and 57,000 adult inpatients and 1,593,000 outpatients during fiscal year 2014.

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 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.
Management's Discussion & Analysis (Unaudited) - continued

The following component units are considered to "exclusively benefit" the university and are shown in a blended presentation with the primary government:

- The OSU Foundation (a fundraising foundation operating exclusively for the benefit of the university)
- OSU Health Plan (a non-profit organization – formerly known as OSU Managed Health Care Systems – that administers university health care benefits)
- Oval Limited (captive insurer that provides medical malpractice coverage to university hospitals and physicians)

The GASB has indicated that, under the amended consolidation standards, the "exclusive benefit" criterion for blending is not met when a component unit provides services to parties external to the primary government. As a result, the university presents the following component units in a discrete presentation:

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

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

About the Financial Statements

The university presents its financial statements in a "business type activity" format, in accordance with GASB Statement No. 34, Basic Financial Statements – and Management’s Discussion and Analysis – for State and Local Governments and GASB Statement No. 35, Basic Financial Statements – and Management’s Discussion and Analysis – for Public Colleges and Universities – an amendment of GASB Statement No. 34. In addition to this MD&A section, the financial statements include a Statement of Net Position, a Statement of Revenues, Expenses and Other Changes in Net Position, a Statement of Cash Flows and Notes to the Financial Statements. Separate columns are presented for the primary institution (which includes the primary government and the blended component units), discretely presented component units and the total university. Unless otherwise specified, the amounts presented in this MD&A are for the primary institution.
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, 2016, with comparative information as of June 30, 2015. Liabilities due within one year, and assets available to pay those liabilities, are classified as current. Other assets and liabilities are classified as non-current. Investment assets are carried at fair value. Capital assets, which include the university's land, buildings, improvements, and equipment, are shown net of accumulated depreciation. Net position is grouped in the following categories:

- Net investment in capital assets
- Restricted – Nonexpendable
- Restricted – Expendable
- Unrestricted

In addition to assets, liabilities and net position, the university's balance sheet includes deferred outflows of resources and deferred inflows of resources. Deferred outflows are similar to assets and will be recognized as expense in future periods. Deferred inflows are similar to liabilities and will be recognized as revenue (or reductions of expense) in future periods.

The Statement of Revenues, Expenses and Other Changes in Net Position is the university's income statement. It details how net position has increased (or decreased) during the year ended June 30, 2016, with comparative information for the year ended June 30, 2015. 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 will generally 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. 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, 2016, with comparative information for the year ended June 30, 2015. 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 information on the university’s Long-Term Investment Pool.

Financial Highlights and Key Trends

Total net position for the primary institution increased $63 million in Fiscal Year 2016, primarily due to revenue growth and increases in operating margins for the OSU Health System. University investments yielded an $11 million net investment loss, reflecting declines in fair value. Two March 2016 bond issues, totaling $631 million, increased the university’s long-term debt to $3.37 billion at June 30, 2016.

Demand for an Ohio State education remains strong, and student outcomes continue to improve. 65,184 students were enrolled in Autumn 2015, up 316 students compared to Autumn 2014. 94% of the freshmen enrolled in Autumn 2014 returned to OSU in Autumn 2015. Over the past five years, four-year graduation rates have increased from 51% to 59%, and six-year graduation rates have increased from 79% to 85%.

The following sections provide additional details on the university’s 2016 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

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Cash and temporary investments</td>
<td>$1,871,929</td>
<td>$1,792,851</td>
<td>$1,654,826</td>
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<tr>
<td>Receivables, inventories, prepaids and other current assets</td>
<td>788,872</td>
<td>694,492</td>
<td>611,226</td>
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<tr>
<td>Total current assets</td>
<td>2,660,801</td>
<td>2,487,343</td>
<td>2,266,052</td>
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<tr>
<td>Restricted cash</td>
<td>822,707</td>
<td>375,456</td>
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<tr>
<td>Noncurrent portion of bonds, notes and lease obligations</td>
<td>106,928</td>
<td>118,215</td>
<td>111,150</td>
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<tr>
<td>Long-term investment post</td>
<td>3,616,562</td>
<td>3,693,287</td>
<td>3,683,806</td>
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<tr>
<td>Other long-term investments</td>
<td>352,391</td>
<td>353,387</td>
<td>344,733</td>
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<tr>
<td>Capital assets, net of accumulated depreciation</td>
<td>4,922,431</td>
<td>4,303,242</td>
<td>4,432,856</td>
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<td>Total noncurrent assets</td>
<td>9,511,365</td>
<td>9,069,676</td>
<td>8,783,843</td>
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<tr>
<td>Total assets</td>
<td>12,192,186</td>
<td>11,496,215</td>
<td>10,759,791</td>
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<td>Deferred inflows</td>
<td>235,125</td>
<td>227,083</td>
<td>9,870</td>
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<td>Total assets and deferred inflows</td>
<td>$12,427,311</td>
<td>$11,723,298</td>
<td>$10,769,661</td>
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<tr>
<td>Accounts payable and accrued expenses</td>
<td>$469,218</td>
<td>$447,564</td>
<td>$391,864</td>
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<td>Deposits and advance payments for goods and services</td>
<td>216,372</td>
<td>261,537</td>
<td>229,530</td>
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<td>Current portion of bonds, notes and lease obligations</td>
<td>658,418</td>
<td>655,919</td>
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<td>Other current liabilities</td>
<td>54,983</td>
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<td>Total current liabilities</td>
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<td>1,172,204</td>
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<td>Noncurrent portion of bonds, notes and lease obligations</td>
<td>2,714,942</td>
<td>2,186,250</td>
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<td>Net pension liability</td>
<td>2,794,523</td>
<td>2,130,432</td>
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<td>Other noncurrent liabilities</td>
<td>451,790</td>
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<td>Total noncurrent liabilities</td>
<td>5,911,255</td>
<td>4,696,344</td>
<td>2,474,829</td>
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<td>Total liabilities</td>
<td>7,347,154</td>
<td>6,138,551</td>
<td>3,646,862</td>
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<td>Deferred inflows</td>
<td>257,150</td>
<td>692,251</td>
<td>404,450</td>
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<td>Net investment in capital assets</td>
<td>2,992,847</td>
<td>2,040,342</td>
<td>2,020,511</td>
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<td>Restricted</td>
<td>1,376,004</td>
<td>1,055,540</td>
<td>1,291,640</td>
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<td>Non-restrictable</td>
<td>364,953</td>
<td>995,000</td>
<td>999,079</td>
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<tr>
<td>Unrestricted</td>
<td>202,574</td>
<td>302,549</td>
<td>302,549</td>
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<td>Total net position</td>
<td>$4,554,378</td>
<td>$4,091,421</td>
<td>$6,037,119</td>
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<tr>
<td>Total liabilities, deferred inflows and net position</td>
<td>$12,991,233</td>
<td>$11,723,298</td>
<td>$10,769,661</td>
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</tbody>
</table>

During the year ended June 30, 2016, cash and temporary investment balances increased $190 million, to $1.97 billion, primarily due to strong operating margins at the OSU Health System. Amounts shown as restricted cash consist primarily of unspent proceeds from the General Receipts Bonds, which are being used to fund various capital projects. The Statement of Cash Flows, which is discussed in more detail below, provides additional information on sources and uses of university cash.

Accounts receivable, net of allowances, increased $28 million, to $513 million at June 30, 2016, primarily due to increases in patient care receivables of the Health System. Inventories and prepaid expenses increased $28 million, to $111 million, reflecting increases in prepayments for contractual services.
Management’s Discussion & Analysis (Unaudited) - continued

The fair value of the university’s long-term investment pool decreased $43 million, to $3.62 billion at June 30, 2016. Increases in the pool, including $235 million of principal additions and $71 million of interest and dividend income, were offset by distributions ($145 million), expenses ($74 million) and a $129 million decline in fair value. 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 operating funds which 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 totaled $28 million at June 30, 2016 and is reflected 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 $40 million, to $133 million, at June 30, 2016.

Capital assets, which include the university’s land, buildings, improvements, equipment and library books, increased $49 million, to $4.85 billion at June 30, 2016. 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).

The most significant project completed in 2016 was the North Residential District Transformation (NRDT) student facilities project. The NRDT encompassed ten new buildings including dormitories and dining halls, the related enabling infrastructure and landscaping, and improvements to three existing housing facilities for second-year students. The $371 million project is in alignment with the Second-Year Transformational Experience Program (STEP) and its commitment to achieving on-campus residency for the majority of second year undergraduates.

Also completed in 2016 was a $15 million boiler replacement project in the McCracken Power Plant facility, phase one of the Veterinary Hospital project which included $12 million of renovations to 97,000 gross square feet of the existing facility, and an $8 million renovation and enhancement to the Wilce Student Health Center.

Major infrastructure improvements completed in 2016 included $13 million related to the replacement of tunnel sections beneath College Road and 18th and 19th Avenues and the second phase of the East Regional Chiller Plant project, which encompassed connectivity to the NRDT and additional tunnel replacements in the Academic Core North.
Management’s Discussion & Analysis (Unaudited) - continued

In addition, several major construction projects are currently underway or in advanced planning stages, including:

- **Arts & Science Academic Buildings** — The $50 million project will renovate Pomerene, Baker and Oxley Halls to accommodate academic programs. The first phase of the project, Baker Commons, is slated for completion in the spring of 2018.

- **Jameson Crane Sports Medicine Institute** — The $38 million project, slated for completion in the fall of 2016, will construct a state-of-the-art, comprehensive sports medicine facility housing 15 interdisciplinary specialties and 160 sports medicine faculty and staff.

- **Covelli Multi-Sport Arena** — The $30 million project will construct a new multi-sport arena to house the men’s and women’s varsity volleyball teams and fencing, wrestling, and gymnastics matches. The project is in the design phase and slated for completion in the spring of 2018.

- **Ohio Stadium Upgrades** — The $42 million project will include power upgrades, suite expansion and renovation, C-Deck restoration and a suite and loge addition. The project is currently in the design phase and slated for completion for the summer of 2017.

- **Student Athlete Development Center** — The $32 million project will construct a state-of-the-art athletic training center with new weight training and cardio conditioning for use by most of the university’s sports programs. The project is in the design phase and slated for completion the summer of 2018.

- **Schottenstein Center-North Expansion and Concourse Renovation** — The $32 million project will renovate the concourse walls and lighting and include an addition to the north end of the facility. The initial phase of the project is slated for completion in late 2017.

The university’s estimated future capital commitments, based on contracts and purchase orders, total approximately $189 million at June 30, 2016.

Accounts payable and accrued expenses were up $22 million, to $469 million at June 30, 2016, reflecting increases in payables to vendors for supplies and services. Deposits and advance payments for goods and services decreased $45 million, to $216 million. This decrease is primarily due to a shift in the academic calendar for summer term, which reduced unearned tuition revenues at June 30.

University debt, in the form of bonds, notes and capital lease obligations, increased $531 million, to $3.37 billion at June 30, 2016. On March 4, 2016, the university closed on $600 million in taxable Fixed Rate General Receipts Bonds, Series 2016 A and $31 million in tax-exempt Fixed Rate General Receipts Bonds, Series 2016 B. The 2016 A bonds will pay interest semiannually with final maturities on December 1, 2046 and 2056. The interest rates on the two term bonds are 3.60% and 4.05%. The proceeds of the 2016 A bonds will be

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used for the continuation of an ongoing program of improvements to the capital plant of the university. The Series 2016 B bonds will have semiannual interest payments and annual principal payments until final maturity on June 1, 2030 with interest rates ranging from 3% to 5%. The proceeds of the 2016 B bonds refunded the Series 2005 A bonds.

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 $596 million at June 30, 2016 and 2015.

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. The university participates in two multi-employer cost-sharing retirement systems, OPERS and STRS-Ohio. Under GASB 68, the university is required to record a liability for its proportionate share of the net pension liabilities of the retirement systems. The university’s share of these net pension liabilities increased $664 million, to $2.79 billion at June 30, 2016. Total net pension liabilities increased at both STRS-Ohio and OPERS, reflecting increases in actuarial liabilities and reductions in fiduciary net position. Deferred outflows associated with pension liabilities increased $457 million and deferred inflows decreased $96 million, primarily due to deferrals for lower-than-projected investment returns. Total pension expense recognized by the university increased $157 million, to $410 million in 2016. Total pension expense includes $299 million of employer contributions and $111 million in GASB 68 accruals.

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 funding. Although the liabilities recognized under GASB 68 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 liabilities, deferrals and related expense.

Other (non-pension) deferred inflows consist primarily of the unamortized proceeds of the parking service concession arrangement. The parking deferred inflows, which totaled $445 million at June 30, 2016, are being amortized to operating revenue on a straight-line basis
Management’s Discussion & Analysis (Unaudited) - continued

over the 50-year life of the agreement. In addition, the deferred inflows include $19 million of deferred gains on debt-related transactions.

Prior-Year Highlights: In 2015, the university implemented GASB Statement No. 68, Accounting and Financial Reporting for Pensions. The adoption of the new standard resulted in a $2.16 billion reduction in the university’s opening unrestricted net position. The net pension liability recognized by the university at June 30, 2015 was $2.13 billion. Capital assets grew $310 million, to $4.80 billion, as the university completed several large projects and continued work on the North Residential District Transformation (NRDT). In 2014, the fair value of the university’s long-term investment pool increased $465 million, to $3.61 billion, primarily due to $577 million of net investment income. Capital assets increased $357 million, to $4.49 billion, reflecting capital expenditures for the Medical Center Expansion, the Chemical and Bio-molecular Engineering and Chemistry Building and infrastructure improvements.
### Management’s Discussion & Analysis (Unaudited) - continued

#### Statement of Revenues, Expenses and Other Changes in Net Position

<table>
<thead>
<tr>
<th>Summary of Revenues, Expenses and Changes in Net Position (thousands)</th>
<th>2016</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Revenues:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition and fees, net</td>
<td>884,805</td>
<td>855,309</td>
<td>815,743</td>
</tr>
<tr>
<td>Grants and contracts</td>
<td>633,958</td>
<td>857,259</td>
<td>828,992</td>
</tr>
<tr>
<td>Auxiliary enterprises sales and services, net</td>
<td>261,761</td>
<td>261,351</td>
<td>228,997</td>
</tr>
<tr>
<td>OSU Health System sales and services, net</td>
<td>2,431,675</td>
<td>2,337,024</td>
<td>2,126,641</td>
</tr>
<tr>
<td>Departmental sales and other operating revenues</td>
<td>172,880</td>
<td>181,532</td>
<td>207,502</td>
</tr>
<tr>
<td><strong>Total operating revenues</strong></td>
<td>4,516,281</td>
<td>4,308,234</td>
<td>4,088,125</td>
</tr>
<tr>
<td>Operating Expenses:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Educational and general</td>
<td>2,359,243</td>
<td>2,338,015</td>
<td>2,280,136</td>
</tr>
<tr>
<td>Auxiliary enterprises</td>
<td>254,137</td>
<td>348,019</td>
<td>341,915</td>
</tr>
<tr>
<td>OSU Health System</td>
<td>2,211,609</td>
<td>1,916,124</td>
<td>1,815,945</td>
</tr>
<tr>
<td>Depreciation</td>
<td>391,905</td>
<td>336,061</td>
<td>268,287</td>
</tr>
<tr>
<td><strong>Total operating expenses</strong></td>
<td>4,216,311</td>
<td>4,264,199</td>
<td>4,020,362</td>
</tr>
<tr>
<td>Net operating loss</td>
<td>(639,930)</td>
<td>(494,665)</td>
<td>(628,977)</td>
</tr>
<tr>
<td>Non-operating revenues (expenses):</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>State share of institution and line-item appropriations</td>
<td>455,963</td>
<td>435,824</td>
<td>440,924</td>
</tr>
<tr>
<td>Gifts - current use</td>
<td>106,737</td>
<td>163,000</td>
<td>139,230</td>
</tr>
<tr>
<td>Net investment income (loss)</td>
<td>(15,513)</td>
<td>173,395</td>
<td>325,005</td>
</tr>
<tr>
<td>Grants, interest expense and other non-operating</td>
<td>(27,135)</td>
<td>25,003</td>
<td>4,033</td>
</tr>
<tr>
<td><strong>Net non-operating revenue</strong></td>
<td>691,152</td>
<td>798,618</td>
<td>1,294,292</td>
</tr>
<tr>
<td>Income (loss) before other changes in net position</td>
<td>(48,776)</td>
<td>313,353</td>
<td>582,255</td>
</tr>
<tr>
<td>State capital appropriations</td>
<td>36,361</td>
<td>49,060</td>
<td>54,000</td>
</tr>
<tr>
<td>Private capital gifts</td>
<td>10,422</td>
<td>1,680</td>
<td>4,490</td>
</tr>
<tr>
<td>Additions to permanent endowments</td>
<td>64,037</td>
<td>82,295</td>
<td>54,205</td>
</tr>
<tr>
<td><strong>Total other changes in net position</strong></td>
<td>111,540</td>
<td>104,951</td>
<td>114,590</td>
</tr>
<tr>
<td>Increase in net position</td>
<td>62,542</td>
<td>416,004</td>
<td>684,935</td>
</tr>
<tr>
<td>Net position - beginning of year</td>
<td>4,981,451</td>
<td>6,537,113</td>
<td>5,940,104</td>
</tr>
<tr>
<td>Cumulative effect of accounting change</td>
<td>(2,704,472)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net position - end of year</strong></td>
<td>2,276,979</td>
<td>2,230,111</td>
<td>4,999,999</td>
</tr>
</tbody>
</table>

Net tuition and fees increased $35 million, to $885 million in 2016, primarily due to a 4% increase in non-resident enrollments. Resident enrollments declined 1%. The university did not increase its undergraduate instructional and mandatory fees for fiscal 2016.

Operating grant and contract revenues decreased $26 million, to $631 million in 2016. Federal grant and contract revenues were down $8 million, primarily due to declines in HRSA (hospital expansion) and Reading Recovery funding, which were partially offset by increases in funding for the National Longitudinal Survey. State grants and contract revenues were down $18 million, reflecting decreases in Ohio Research Scholar capital grants and Ohio Department of Education projects. Total revenues for sponsored research programs administered by the Office of Sponsored Programs decreased $13 million, to $493 million.

Educational and general expenses increased $121 million, or 5%, to $2.36 billion in 2016. Additional details are provided below:
Management’s Discussion & Analysis (Unaudited) - continued

<table>
<thead>
<tr>
<th>Educational and General Expenses (in Thousands)</th>
<th>2016</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction and departmental research</td>
<td>$ 994,287</td>
<td>$ 940,165</td>
<td>$ 902,365</td>
</tr>
<tr>
<td>Separately budgeted research</td>
<td>444,077</td>
<td>454,624</td>
<td>437,497</td>
</tr>
<tr>
<td>Public service</td>
<td>160,591</td>
<td>131,388</td>
<td>131,388</td>
</tr>
<tr>
<td>Academic support</td>
<td>267,688</td>
<td>192,140</td>
<td>190,641</td>
</tr>
<tr>
<td>Student services</td>
<td>103,744</td>
<td>100,229</td>
<td>96,892</td>
</tr>
<tr>
<td>Institutional support</td>
<td>227,157</td>
<td>220,749</td>
<td>220,852</td>
</tr>
<tr>
<td>Operation and maintenance of plant</td>
<td>191,027</td>
<td>35,866</td>
<td>96,570</td>
</tr>
<tr>
<td>Scholarships and fellowships</td>
<td>126,982</td>
<td>112,984</td>
<td>110,851</td>
</tr>
<tr>
<td>Total</td>
<td>$ 2,539,243</td>
<td>$ 2,318,819</td>
<td>$ 2,280,312</td>
</tr>
</tbody>
</table>

Approximately $64 million of the overall increase in educational and general expense is related to GASB 68 pension accruals. These accruals are allocated to functional expense lines in the Statement of Revenues, Expenses and Other Changes in Net Position, based on pension-eligible salaries. Total educational and general salaries increased $30 million, or 2.5%, reflecting budgeted salary increases for faculty and staff.

Total auxiliary revenues increased $1 million, to $262 million in 2016. Revenues were flat for Athletics, Student Life and other major auxiliary operations. Auxiliary expenses were up $5 million, to $254 million, reflecting increases in salary and benefit expenses.

Health System operating revenues grew $267 million, to $2.63 billion in 2016. Operating expenses (excluding depreciation, interest and transfers) increased $281 million, to $2.25 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 1,300 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 24 consecutive years as one of “America’s Best Hospitals” and has eight nationally ranked specialties and is one of only a handful of hospitals in the country ranked in multiple specialties. The Medical Center is ranked in the top three percent of U.S. hospitals, the number two hospital in Ohio, and the best hospital in central Ohio demonstrating its commitment to serving the healthcare needs of the region. The Wexner Medical Center is the only medical center in Ohio to receive the Bernard A. Birnbaum, MD, Quality Leadership Award from Vizient. This is the third consecutive year to receive this award given to academic medical centers that have demonstrated excellence in delivering high-quality care, as measured by the Vizient Quality and Accountability Study. The Health System works with a strong physician group that provides exceptional patient care. Seventy-five percent of the central Ohio honorees listed on “Best Doctors in America” list were Ohio State faculty.

The largest development project in the history of The Ohio State University was completed in fiscal 2015. Included in the project was the construction of the new Arthur G. James Cancer Hospital and Richard J. Solove Research Institute (“The James”). The new tower is a
transformational facility that fosters the collaboration and integration of cancer research and clinical cancer care. The James is the largest cancer hospital in the Midwest and the third largest in the nation. The new 21-level tower opened in December 2014. The James experienced solid volume growth in the past year as 2016 represented the first full fiscal year after the opening of the new tower. Additionally, the project included an expansion of the emergency department which has increased the number of treatment spaces from 72 to 115. The expansion of the emergency department has contributed to the growth in Health System volume.

In 2016, the Health System continued with the Medical Center mission of "improving people’s lives through innovation in research, education and patient care" and remained financially sound due to solid activity levels and strong expense management. Inpatient admissions increased 2.0% compared with prior year. Outpatient visits increased 3.6% and total observation patients increased 19.4% over the previous year. Outpatient visits experienced significant growth at the James Cancer Hospital specific to surgical, radiation oncology, and chemotherapy. This growth in outpatient services is consistent with the industry trend of more care delivered in the outpatient setting. The Health System will continue its ambulatory expansion strategy and meeting the needs of the community with the Upper Arlington outpatient facility in Kingsdale and The Jameson Crane Sports Medicine Institute set to open in fiscal 2017.

The Health System continued to experience strong volumes in cancer, cardiac surgery, transplant, orthopedic surgery, neurology and neurosurgery, and hospital medicine which contributed to increases in admissions, revenues, and outpatient volumes. Contributing to the strong volumes, the Health System received approval from Centers for Medicare and Medicaid Services (CMS) to perform lung transplants in fiscal 2016 which has enhanced an already strong transplant program.

Total operating revenues grew $259.9 million, or 11.0% from the prior year. The increases in operating revenues are a result of the additional volumes related to Medical Center Expansion and the new James Cancer Hospital being open for the entire fiscal year and strong revenues related to the Retail Pharmacy. Total operating revenues grew $237.6 million, or 11.2% from 2014 to 2015. The increases from 2014 to 2015 is a result of increased volume related to the opening of the new James Cancer Hospital, an increase in the insured population and reduced self-pay, and Medicaid expansion.

Approximately 94% of total operating revenues are from patient care activities. Other operating revenue is composed of items such as reference labs, cafeteria operations, rental agreements and other sources. To ensure appropriate access and education for outpatients, the Health System opened the Retail Pharmacy due to the increasing complexity and significantly growing number of specialty oral and self-administered pharmaceuticals available for cancer and non-cancer patients. The Retail Pharmacy contributed $70.3 million of operating revenues in 2016 and $32.7 million in 2015. To standardize care across the Neonatal Intensive Care Units in central Ohio, the Health System shares other revenue from Nationwide Children’s Hospital management of the unit. The Neonatal Intensive Care Units contributed $18.8 million of operating revenues in 2016 and $14.7 million in 2015.
Management’s Discussion & Analysis (Unaudited) - continued

Operating expenses increased $322.0 million, or 16.0% from 2015 to 2016. The increase in salaries and benefits from 2015 to 2016 is reflective of increased salaries and a larger workforce due to the additional volumes related to the new James Cancer Hospital. Increased chemotherapy sessions and strong Retail Pharmacy volumes contributed to the increase in supplies and drugs. The increase in depreciation expense from 2014 to 2016 is primarily due to the first full fiscal year of MCE. The increase in pension expense is related to the decrease in actual returns compared to projected returns of the OPERS pension plans as well as an overall increase in the Health System’s proportionate shares of OPERS and STRS liabilities.

The Health System incurred a total of $41.6 million in interest cost in 2016, with the majority paid (or payable) to the University to service debt incurred on behalf of the Health System. The Health System incurred a total of $42.9 million interest cost in both 2015 and 2014, respectively, with the majority paid to the University to service debt incurred on behalf of the Health System. Of these amounts, $28.9 million and $9.4 million were recognized as period expense in each respective year. The remaining interest costs were capitalized.

The Health System’s income before changes in Net Position for fiscal year 2016 totaled $248.6 million compared to $330.1 million in 2015 and $229.1 million in 2014. The decrease in Income before other changes in Net Position from 2015 to 2016 is due to $63.0 million of pension expense related to GASB 68. Income before other changes in Net Position for clinical activities was $312.3 million in 2016 versus $318.8 million in 2015 reflecting strong activities, a strong patient mix and maintaining expenses in line with activities throughout the Health System.

The Health System’s other changes in net position for fiscal year 2016 includes Medical Center Investments of $125.3 million reinvested back into research, education, and programs at the Medical Center. This compares to Medical Center Investments of $136.9 million in 2015 and $120.5 million in 2014. Additionally, other changes in net position for fiscal year 2016 includes recognition of the final $2.0 million related to HRSA under capital contributions in support of MCE. This compares to $20.9 million in 2015 and $23.3 million in 2014 in recognition of HRSA in support of MCE.

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 2016. Total consolidated operating revenues increased $81 million, to $487 million, reflecting increases in patient volumes and growth in other operating revenues. Total consolidated OSUP expenses (excluding depreciation and interest) increased $58 million to $441 million in 2016. These figures are included in the Discretely Presented Component Units columns of the university’s financial statements.

Total state operating support increased $20 million, to $456 million, in 2016. State share of instruction increased $12 million, to $362 million. State line-item appropriations were up $8 million.

Total gifts to the university increased $4 million, to $232 million in 2016. Increases in capital and endowment gifts were partially offset by a $7 million decrease in current use gifts.
Management's Discussion & Analysis (Unaudited) - continued

During 2016, over 245,000 alumni and friends made gifts to the university, up from 237,000 in 2015.

University investments yielded an $11 million net investment loss in 2016. The net investment loss figure includes $94 million of interest and dividend income and an $105 million net decrease in the fair value of university investments.

High volatility in the equity markets continued this year driven by central bank activity, concerns on world growth, oil and gas prices and Brexit. Virtually all endowments experienced negative returns for the year. The investment return for the Long-Term Investment Pool (LTIP) was negative 3.4% for 2016. Real estate was the highest performer for the year with natural resources (oil and gas) being the largest detractor on investment returns.

Currently, the US equity markets are reaching new highs and the US Treasury markets are at historic low yields. The LTIP is a diversified pool of assets that is structured to navigate the uncertainty of today’s financial markets.

Prior-Year Highlights: In 2015, the implementation of GASB 68 reduced beginning net position by $2.16 billion. Excluding the effect of the GASB 68 accounting change, total net position for the primary institution increased $419 million, reflecting revenue growth and increases in operating margins for the OSU Health System and $173 million of net investment income. Other university operating revenues and expenses were relatively flat compared with 2014. In 2014, total net position for the primary institution increased $697 million, to $6.64 billion. Net investment income accounted for $621 million of the increase. Consolidated Health System operating revenues grew $102 million, to $2.12 billion in 2014, driven primarily by growth in outpatient revenues and a strong patient mix. Other sources of university operating revenues were flat or showed modest increases compared with 2013.
Management’s Discussion & Analysis (Unaudited) - continued

Statement of Cash Flows

<table>
<thead>
<tr>
<th>University Cash Flows Summary (in thousands)</th>
<th>2016</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net cash flows provided by (used in) operating activities</td>
<td>$(174,888)</td>
<td>$(113,426)</td>
<td>$(205,840)</td>
</tr>
<tr>
<td>Net cash flows from noncapital financing activities</td>
<td>752,926</td>
<td>715,137</td>
<td>636,421</td>
</tr>
<tr>
<td>Capital appropriations and gifts for capital projects</td>
<td>34,511</td>
<td>53,092</td>
<td>70,817</td>
</tr>
<tr>
<td>Proceeds from capital debt</td>
<td>618,242</td>
<td>300,820</td>
<td>-</td>
</tr>
<tr>
<td>Payments for purchase or construction of capital assets</td>
<td>$(428,984)</td>
<td>$(510,776)</td>
<td>$(566,749)</td>
</tr>
<tr>
<td>Principal and interest payments on capital debt and leases, net of federal and/or state interest subsidies</td>
<td>$(130,531)</td>
<td>$(146,095)</td>
<td>$(146,514)</td>
</tr>
<tr>
<td>Net cash flows provided by (used in) investing activities</td>
<td>$(321,532)</td>
<td>$(14,314)</td>
<td>70,897</td>
</tr>
<tr>
<td>Net increase (decrease) in cash</td>
<td>$(321,532)</td>
<td>$(160,778)</td>
<td>$(220,930)</td>
</tr>
</tbody>
</table>

University cash and cash equivalents increased $322 million in 2016. Net cash flows from operating and non-capital financing activities were relatively stable, decreasing $24 million to $578 million. Total cash provided by capital financing activities was $45 million, with proceeds from the 2016 bond issues offsetting capital expenditures and payments for debt service. Total cash used by investing activities was $302 million, reflecting net purchases of temporary investments.

Economic Factors That Will Affect the Future

The university has made continued progress in executing its strategic plan to become the world’s preeminent public comprehensive university. The university's strategic plan focuses on four core goals:

- **Teaching and Learning:** to provide an unsurpassed, student-centered learning experience led by engaged, world-class faculty and enhanced by a globally diverse student body.

- **Research and Innovation:** to create distinctive and internationally recognized contributions to the advancement of fundamental knowledge and scholarship, and solutions for the world's most pressing problems.

- **Outreach and Engagement:** to establish mutually beneficial partnerships with the citizens and institutions of Ohio, the nation, and the world, so that our communities are actively engaged in the exciting work of The Ohio State University.

- **Resource Stewardship:** to become the model for an affordable public university recognized for financial sustainability, unsurpassed management of human and physical resources, and operational efficiency and effectiveness.

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Management’s Discussion & Analysis (Unaudited) - continued

In his March 2015 investiture address, the university’s 15th president, Michael V. Drake, MD, set forth his 2020 Vision for the university. The 2020 Vision is focused on three key areas that underpin Ohio State’s overarching academic mission:

- **Access, affordability and excellence** – the university must work to reduce student debt and provide access to an excellent and affordable education.

- **Community engagement** – the university must re-commit to its motto of Education for Citizenship, engaging with community partners to extend its scholarship with the full force and precision of one of the most powerful institutions in the world.

- **Diversity and inclusion** – the university must exemplify what it means to be an inclusive university in the 21st century, a place where diversity is a defining characteristic and source of strength.

The university is focused on innovative funding strategies in light of our focus on student affordability and our expectation that traditional government revenue sources will not grow significantly. Both revenue enhancement and expense streamlining are needed to ensure that resources are in place to fund both current needs and our strategic initiatives. The 2020 Vision goal of generating $400 million over five years includes $200 million of administrative efficiencies and $200 million in new revenue from sources other than tuition or taxpayers.

The major themes for the university’s 2017 budget are affordability, access and quality as well as safety and security issues for students and systems. The university has frozen in-state undergraduate tuition and mandatory fees since 2012-13, allowing two classes to graduate without ever experiencing an increase. At the same time, the university will expand the President’s Affordability Grants, which supply need-based financial aid for low- and middle-income Ohio undergraduates, to provide $20 million in aid for students in 2017. This grant program was established as part of the 2020 Vision plan to increase need-based student aid by $100 million over five years. In addition, the university continues to add new faculty members in disciplines that support the Discovery Themes (Health and Wellness, Energy and the Environment, and Food Production and Security).

Based on what is now known regarding the university’s financial outlook, university management anticipates that Ohio State will maintain its sound financial position in Fiscal Year 2017. However, the university does face certain financial challenges, including limited growth in tuition revenues and the impacts of a new funding model on state support. Continued pressure on government expenditures for research. The final state budget as passed contained a freeze on in-state undergraduate instructional fees for all institutions, along with a corresponding increase in the State Share of Instruction (SSI). The SSI pool was increased 4.7% in fiscal 2016 and another 4.0% in fiscal 2017. The new SSI funding model emphasizes degree completion, rewards retention of the best and brightest students in Ohio after graduation and recognizes the additional financial requirements for assisting at-risk students to degree attainment. The university continues to assess the impacts of the funding model change within the context of growth in distance education and other non-traditional programs across the state.
Management’s Discussion & Analysis (Unaudited) - continued

Despite the challenges and uncertainties outlined above, the university remains committed to executing its long-range strategic plan. By doing so, we believe that The Ohio State University will continue its progress towards becoming the world’s preeminent comprehensive public university.

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.
<table>
<thead>
<tr>
<th></th>
<th>Institutional Fund</th>
<th>University Provided Support</th>
<th>University Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Assets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>462,870</td>
<td>658,305</td>
<td>1,121,175</td>
</tr>
<tr>
<td>Temporary Investments</td>
<td>1,539,404</td>
<td>2,273,957</td>
<td>3,813,361</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>573,850</td>
<td>694,798</td>
<td>1,268,648</td>
</tr>
<tr>
<td>Notes receivable</td>
<td>32,768</td>
<td>33,233</td>
<td>65,991</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>36,723</td>
<td>26,876</td>
<td>63,599</td>
</tr>
<tr>
<td>Inventories</td>
<td>19,338</td>
<td>25,948</td>
<td>45,286</td>
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<tr>
<td>Income taxes recoverable</td>
<td>111,090</td>
<td>65,804</td>
<td>176,894</td>
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<tr>
<td>Total current assets</td>
<td>2,599,405</td>
<td>3,253,311</td>
<td>5,852,716</td>
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<tr>
<td>Noncurrent Assets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fixed assets</td>
<td>821,717</td>
<td>273,435</td>
<td>1,095,152</td>
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<tr>
<td>Long-term investments</td>
<td>21,803</td>
<td>46,419</td>
<td>68,222</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>573,850</td>
<td>73,812</td>
<td>647,662</td>
</tr>
<tr>
<td>Total noncurrent assets</td>
<td>1,527,370</td>
<td>393,666</td>
<td>1,921,036</td>
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<tr>
<td>Total assets</td>
<td>4,126,775</td>
<td>5,646,977</td>
<td>10,773,752</td>
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<tr>
<td>Total liabilities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current liabilities</td>
<td>1,729,312</td>
<td>1,812,214</td>
<td>3,541,526</td>
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<tr>
<td>Long-term liabilities</td>
<td>2,096,463</td>
<td>1,734,763</td>
<td>3,831,226</td>
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<tr>
<td>Total liabilities</td>
<td>3,825,775</td>
<td>3,546,977</td>
<td>7,372,752</td>
</tr>
<tr>
<td>Total stockholders' equity</td>
<td>761,529</td>
<td>1,269,005</td>
<td>2,030,534</td>
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<tr>
<td>Total Retained Earnings</td>
<td>1,716,322</td>
<td>6,189,267</td>
<td>7,905,589</td>
</tr>
<tr>
<td>Total Liabilities and Stockholders' Equity</td>
<td>5,541,841</td>
<td>7,755,274</td>
<td>13,297,115</td>
</tr>
<tr>
<td>Total Liabilities and Stockholders' Equity</td>
<td>5,541,841</td>
<td>7,755,274</td>
<td>13,297,115</td>
</tr>
</tbody>
</table>

**Operational Results**

<table>
<thead>
<tr>
<th></th>
<th>Institutional Fund</th>
<th>University Provided Support</th>
<th>University Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current operations</td>
<td>1,561,400</td>
<td>2,273,957</td>
<td>3,835,357</td>
</tr>
<tr>
<td>Noncurrent operations</td>
<td>573,850</td>
<td>694,798</td>
<td>1,268,648</td>
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<tr>
<td>Total operations</td>
<td>2,135,250</td>
<td>3,028,755</td>
<td>5,163,995</td>
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<tr>
<td>Other revenues</td>
<td>125,038</td>
<td>643,578</td>
<td>768,616</td>
</tr>
<tr>
<td>Total revenues</td>
<td>2,260,288</td>
<td>3,672,333</td>
<td>6,932,621</td>
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<tr>
<td>Operations expenses</td>
<td>1,777,632</td>
<td>1,993,257</td>
<td>3,770,889</td>
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<tr>
<td>Operating income</td>
<td>482,656</td>
<td>679,076</td>
<td>1,161,732</td>
</tr>
<tr>
<td>Total operating income</td>
<td>482,656</td>
<td>679,076</td>
<td>1,161,732</td>
</tr>
</tbody>
</table>

**Financial Statement Notes**

The accompanying notes are an integral part of these financial statements.
### THE UNIVERSITY OF TEXAS AT AUSTIN

#### STATEMENTS OF REVENUE, EXPENSES, AND OTHER CHANGES IN NET POSITION

<table>
<thead>
<tr>
<th>Years Ended June 30, 2016 and June 30, 2015</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>(in thousands)</td>
<td>2016</td>
<td>2015</td>
<td>2014</td>
</tr>
<tr>
<td></td>
<td>University</td>
<td>Grinnell College</td>
<td>University</td>
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<tr>
<td>Operating Expenses</td>
<td>564,663</td>
<td>520,264</td>
<td>508,308</td>
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<tr>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Indirect costs and indirect costs allocation</td>
<td>315,896</td>
<td>317,265</td>
<td>310,535</td>
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<tr>
<td></td>
<td>Indirect costs</td>
<td>14,401</td>
<td>14,401</td>
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<tr>
<td></td>
<td>Indirect costs and contracts</td>
<td>127,400</td>
<td>127,400</td>
</tr>
<tr>
<td></td>
<td></td>
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<tr>
<td>Direct costs and expenses</td>
<td>541,819</td>
<td>537,523</td>
<td>534,629</td>
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<tr>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Total Operating Expenses</td>
<td>1,106,482</td>
<td>1,057,787</td>
<td>1,043,937</td>
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<tr>
<td></td>
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<tr>
<td>Total Operating Income</td>
<td>2,224,439</td>
<td>2,211,640</td>
<td>2,221,953</td>
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<tr>
<td></td>
<td></td>
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<tr>
<td>Net Operating Income (Loss)</td>
<td>621,557</td>
<td>652,566</td>
<td>640,722</td>
</tr>
<tr>
<td></td>
<td></td>
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</tr>
<tr>
<td>Non-operating Income (Expenses)</td>
<td>459,342</td>
<td>450,753</td>
<td>453,547</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>State and Local Government</td>
<td>16,513</td>
<td>17,428</td>
<td>17,428</td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>Net Income before Interests</td>
<td>4,902</td>
<td>3,270</td>
<td>3,270</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income from Investment Assets</td>
<td>16,401</td>
<td>16,401</td>
<td>16,401</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Income before Interests</td>
<td>21,303</td>
<td>19,671</td>
<td>19,671</td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>Other Changes in Net Position</td>
<td>1,354</td>
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<td>1,354</td>
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<tr>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Net Increase in Net Position</td>
<td>29,057</td>
<td>20,325</td>
<td>20,325</td>
</tr>
</tbody>
</table>

2016 Financial Report
<table>
<thead>
<tr>
<th>Date</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>November 4, 2016</td>
<td>meeting, Board of Trustees</td>
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</tbody>
</table>

### Cash Flows from Operating Activities:

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Revenue</th>
<th>Total Expenses</th>
<th>Net Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>780,146</td>
<td>782,583</td>
<td>8,427</td>
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<tr>
<td>2015</td>
<td>782,583</td>
<td>785,598</td>
<td>7,316</td>
</tr>
<tr>
<td>2014</td>
<td>785,598</td>
<td>788,598</td>
<td>7,316</td>
</tr>
</tbody>
</table>

### Cash Flows from Noncapital Financing Activities:

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Revenue</th>
<th>Total Expenses</th>
<th>Net Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>456,610</td>
<td>460,563</td>
<td>4,258</td>
</tr>
<tr>
<td>2015</td>
<td>460,563</td>
<td>464,563</td>
<td>4,258</td>
</tr>
<tr>
<td>2014</td>
<td>464,563</td>
<td>468,563</td>
<td>4,258</td>
</tr>
</tbody>
</table>

### Cash Flows from Capital Financing Activities:

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Revenue</th>
<th>Total Expenses</th>
<th>Net Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>552,080</td>
<td>555,080</td>
<td>6,687</td>
</tr>
<tr>
<td>2015</td>
<td>555,080</td>
<td>558,080</td>
<td>6,687</td>
</tr>
<tr>
<td>2014</td>
<td>558,080</td>
<td>561,080</td>
<td>6,687</td>
</tr>
</tbody>
</table>

### Cash Flows from Investing Activities:

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Revenue</th>
<th>Total Expenses</th>
<th>Net Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>1,512,212</td>
<td>1,520,212</td>
<td>4,258</td>
</tr>
<tr>
<td>2015</td>
<td>1,520,212</td>
<td>1,528,212</td>
<td>4,258</td>
</tr>
<tr>
<td>2014</td>
<td>1,528,212</td>
<td>1,536,212</td>
<td>4,258</td>
</tr>
</tbody>
</table>

### Net Increase (Decrease) in Cash:

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Revenue</th>
<th>Total Expenses</th>
<th>Net Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>3,217</td>
<td>3,216</td>
<td>6,687</td>
</tr>
<tr>
<td>2015</td>
<td>3,216</td>
<td>3,216</td>
<td>6,687</td>
</tr>
<tr>
<td>2014</td>
<td>3,216</td>
<td>3,216</td>
<td>6,687</td>
</tr>
</tbody>
</table>
### THE OHIO STATE UNIVERSITY
STATEMENTS OF CASH FLOWS, Excerpts
Year Ended June 30, 2016 and June 30, 2015

#### Reconciliation of Net Operating Loss to Net Cash
Used by Operating Activities:

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Additions to restrictions operating accrual (notes)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Changes in assets and liabilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

#### Non-Cash Transactions:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Construction in Process or Accounts Payable</td>
<td>$26,255</td>
<td>$68,668</td>
<td>$4,165</td>
<td>$2,755</td>
<td>$1,966</td>
<td>$1,188</td>
<td>$264</td>
<td>$319</td>
<td>$354</td>
<td>$400</td>
<td>$447</td>
<td>$494</td>
<td>$541</td>
<td>$588</td>
<td>$635</td>
<td>$682</td>
<td>$729</td>
<td>$776</td>
</tr>
<tr>
<td>2. Other tax liabilities</td>
<td>$58,132</td>
<td>$68,668</td>
<td>$4,165</td>
<td>$2,755</td>
<td>$1,966</td>
<td>$1,188</td>
<td>$264</td>
<td>$319</td>
<td>$354</td>
<td>$400</td>
<td>$447</td>
<td>$494</td>
<td>$541</td>
<td>$588</td>
<td>$635</td>
<td>$682</td>
<td>$729</td>
<td>$776</td>
</tr>
</tbody>
</table>

The above operating note is an integral part of these financial statements.

2016 Financial Report 23
Notes to Financial Statements – Years Ended June 30, 2016 and 2015
(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. However, as part of the transition to a larger board membership, the additional trustees appointed in 2005 and 2006 will serve terms ranging from four to eight 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, defines financial accountability. The criteria for determining financial accountability include the following circumstances:

- Appointment of a voting majority of an organization’s governing authority and the ability of the primary government (i.e. the university) to either impose its will

24  The Ohio State University
Notes to Financial Statements – Years Ended June 30, 2016 and 2015
(dollars in thousands)

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.

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 university.

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. – The university appoints a voting majority of the board for this non-profit organization, which participates in the redevelopment of neighborhoods adjacent to the Columbus campus.

• Transportation Research Center of Ohio, Inc. – The university appoints a voting majority of the board for this automotive research and testing facility in East Liberty, Ohio.

• Dental Faculty Practice Association, Inc. – The university appoints a voting majority of the board for the dental practice group for faculty in the College of Dentistry.

Summary financial statement information for the university’s blended and discretely presented component units is provided in Notes 19 and 20. Audited financial statements for component units considered to be material to the university may be obtained from the Office

2016 Financial Report 25
Notes to Financial Statements – Years Ended June 30, 2016 and 2015
(dollars in thousands)

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 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) exchanged-based good and services that support the operations of the entity, which are presented as operating revenues and expenses at the component unit level. The net impact of these transactions on the statement of revenues, expenses and other changes in net position was $3,709 and $8,417 for the years ended June 30, 2016 and 2015, respectively.

The university, as a component unit of the State of Ohio, is included as a discrete entity in the State of Ohio’s Comprehensive Annual Financial Report.

Basis of Accounting

The financial statements of the university have been prepared in accordance with accounting principles generally accepted in the United States of America, as prescribed by the GASB. The university is reporting as a special purpose government engaged in business type activities (BTA) on the accrual basis. Business type activities are those that are financed in whole or in part by fees charged to external parties for goods and services. In accordance with BTA reporting, the university presents Management’s Discussion and Analysis; Statements of Net Position; Statements of Revenues, Expenses and Other Changes in Net Position; Statements of Cash Flows; and Notes to the Financial Statements. In the Financial Statements, separate columns are presented for the primary institution (which includes the primary government and the blended component units), discretely presented component units and the total university. The Notes to the Financial Statements include separate disclosures for the primary institution and the discretely presented component units, where relevant and material. Unless otherwise specified, the amounts presented in MD&A are those of the primary institution.

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

- **Net investment in capital assets**: Capital assets, net of accumulated depreciation, cash restricted for capital projects and outstanding principal balances of debt attributable to the acquisition, construction or improvement of those assets.

- **Restricted - nonexpendable**: Amounts subject to externally-imposed stipulations that they be maintained in perpetuity and invested for the purpose of generating present and future income, which may either be expended or added to the principal by the university. These assets primarily consist of the university’s permanent endowments.
Notes to Financial Statements – Years Ended June 30, 2016 and 2015
(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, 2016, the university has made commitments to limited partnerships totaling $751,733 that have not yet been funded. These commitments may extend for a maximum of ten years.

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Notes to Financial Statements – Years Ended June 30, 2016 and 2015
(dollars in thousands)

Investment income is recognized on an accrual basis. Interest and dividend income is recorded when earned.

Endowment Policy

All endowments are invested in the university’s Long Term Investment Pool, which consists of more than 5,275 Board authorized funds and 330 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 4.25% of the average fair value per share of the Long Term Investment Pool over the most recent seven year period. In 2016, the Board of Trustees approved an increase in the distribution rate to 4.5%, effective fiscal year 2017.

At June 30, 2016, the fair value of the university’s gifted endowments is $1,740,505, which is $183,572 above the historical dollar value of $1,556,933. Although the fair value of the gifted endowments in total exceeded the historical cost at June 30, 2016, there are 2,729 named funds that remain underwater. The fair value of these underwater funds at June 30, 2016 is $822,501, which is $99,527 below the historical dollar value of $922,028.

At June 30, 2015, the fair value of the university’s gifted endowments was $1,805,143, which was $318,259 above the historical dollar value of $1,486,884. Although the fair value of the gifted endowments in total exceeded the historical cost at June 30, 2015, there were 1,466 named funds that were underwater. The fair value of these underwater funds at June 30, 2015 was $499,341, which was $48,910 below the historical dollar value of $548,251.

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
Notes to Financial Statements – Years Ended June 30, 2016 and 2015
(dollars in thousands)

with GASB Statement No. 33, Accounting and Financial Reporting for Non-exchange Transactions, endowment pledges are not recorded as assets until the related gift is received. An allowance for uncollectible pledges receivable is provided based on management’s judgment of potential 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:

<table>
<thead>
<tr>
<th>Type of Asset</th>
<th>Estimated Useful Life</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improvements other than buildings</td>
<td>20 years</td>
</tr>
<tr>
<td>Buildings</td>
<td>10 to 100 years</td>
</tr>
<tr>
<td>Moveable equipment, software and furniture</td>
<td>5 to 15 years</td>
</tr>
<tr>
<td>Library books</td>
<td>10 years</td>
</tr>
</tbody>
</table>

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.
Notes to Financial Statements – Years Ended June 30, 2016 and 2015
(dollars in thousands)

Derivative Instruments

The university accounts for all derivative instruments on the statement of net position at fair
value. Changes in the fair value (i.e., gains or losses) of the university's interest rate swap
investments and futures investments are recorded each period in the statement of operations
and changes in net position as a component of other non-operating expense.

Operating and Non-Operating Revenues and Expenses

The university defines operating activities, for purposes of reporting on the Statement of
Revenues, Expenses, and Other Changes in Net Position, as those activities that generally
result from exchange transactions, such as payments received for providing services and
payments made for goods or services received. With the exception of interest expense on
long-term indebtedness, substantially all university expenses are considered to be operating
expenses. Certain significant revenue streams relied upon for operations are recorded as
non-operating revenues, as defined by GASB Statement No. 35, including state
appropriations, current-use gifts and net investment income.

Tuition, Room and Board

Student tuition and residence hall fees are presented net of scholarships and fellowships
applied to student accounts. Stipends and other payments made directly to students are
presented as scholarship and fellowship expense. Fee authorizations provided to graduate
teaching, research and administrative associates as part of an employment arrangement are
presented in instruction, research and other functional categories of operating expense.

State Support

The university is a state-assisted institution of higher education which receives a student
enrollment-based instructional subsidy from the State of Ohio. This subsidy, which is based
upon a formula devised by the Ohio Board of Regents, is determined annually and is
adjusted to state resources available.

The state also provides line-item appropriations which partially support the current operations
of various activities, which include clinical teaching expenditures incurred at The Ohio State
University Health System and other health sciences teaching facilities, The Ohio State
University Extension, the Ohio Agricultural Research and Development Center, and the
Center for Labor Research.

In addition to current operating support, the State of Ohio provides the funding for and
constructs major plant facilities on the university's campuses, and this funding is recorded as
state capital appropriations. The funding is obtained from the issuance of revenue bonds by
the Ohio Public Facilities Commission (OPFC) which, in turn, initiates the construction and
subsequent lease of the facility by the Ohio Board of Regents.

Such facilities are reflected as buildings or construction in progress in the accompanying
statement of net position. Neither the obligations for the revenue bonds issued by OPFC nor

30 The Ohio State University
Notes to Financial Statements – Years Ended June 30, 2016 and 2015
(dollars in thousands)

The annual debt service charges for principal and interest on the bonds are reflected in the university's financial statements. Debt service is funded through appropriations to the Ohio Board of Regents by the General Assembly.

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

Government Grants and Contracts

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

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

OSU Health System Revenue

Net patient service revenue represents amounts received and the estimated realizable amounts due from patients and third-party payers 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 payers 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 Medicare and Medicaid. 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 reimbursement.
Notes to Financial Statements – Years Ended June 30, 2016 and 2015
(dollars in thousands)

Charity Care and Community Benefit

Care is provided to patients regardless of their ability to pay. A patient is classified as charity care in accordance with policies established by the OSU Health System and OSUP. Because collection of amounts determined to qualify as charity care are not pursued, such amounts are written off as administrative adjustments and not reported as net 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, 2016 and 2015 are $36,020 and $12,639, respectively, after applying an additional expense of $12,360 and a reduction of $12,993, 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. The increase in net cost of charity care from 2015 to 2016 is related to the distribution of HCAP dollars received subject to the Omnibus Reconciliation Act (OBRA) cap. Charity care costs for OSUP for the years ended June 30, 2016 and 2015 are $6,022 and $6,743, respectively.

Management Estimates

The preparation of financial statements in conformity with accounting principles, generally accepted in the United States of America, requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, revenues and expenditures during the reporting period. Disclosure of contingent assets and liabilities at the date of the financial statements may also be affected. Actual results could differ from those estimates.

Implementation of GASB Statement No. 68

In fiscal year 2015, the university implemented GASB Statement No. 68, Accounting and Financial Reporting for Pensions, as amended by GASB Statement No. 71. GASB Statement No. 68 requires employers participating in cost-sharing multiple-employer pension plans to recognize a proportionate share of the net pension liabilities of the plans. The university participates in two cost-sharing multiple-employer pension plans – the State Teachers Retirement System of Ohio and the Public Employees Retirement System of Ohio. A proportionate share of the net pension liabilities of the retirement systems has been allocated to the university, based on retirement plan contributions for university employees. The cumulative effect of adopting GASB Statement No. 68 was a $2,164,472 reduction in the university’s net position as of July 1, 2014. Additional information regarding net pension liabilities, related deferrals and pension expense is provided in Note 15.

Implementation of GASB Statement No. 72

In fiscal year 2016, the university implemented GASB Statement No. 72, Fair Value Measurement and Application. GASB Statement No. 72 expands the guidance on valuation of university investments and requires new disclosures of fair value measurements grouped by level and allows Net Asset Value (NAV) to be used for valuation of certain investments. In addition, the new standard requires additional disclosures related to investments valued at...
Notes to Financial Statements – Years Ended June 30, 2016 and 2015
(dollars in thousands)

NAV, including information on unfunded commitments and a general description of redemption terms and related restrictions. These disclosures are provided in Note 3.

Newly Issued Accounting Pronouncements

In June 2015, the GASB issued Statement No. 73, Accounting and Financial Reporting for Pensions and Related Assets That Are Not Within the Scope of GASB 68, and Amendments to Certain Provisions of GASB Statements 67 and 68. Statement No. 73 establishes requirements for those pensions and pension plans that are not administered through a trust meeting specified criteria (in other words, those not covered by Statements No. 67 and 68). The requirements in Statement No. 73 for reporting pensions generally are the same as in Statement No. 68. The provisions in Statement No. 73 are effective for fiscal years beginning after June 15, 2015 (FY2016)—except those provisions that address employers and governmental non-employer contributing entities for pensions that are not within the scope of Statement No. 68, which are effective for financial statements for fiscal years beginning after June 15, 2016 (FY2017).

In June 2015, the GASB issued Statements No. 74, Financial Reporting for Postemployment Benefit Plans Other Than Pension Plans, and No. 75, Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions. Statements No. 74 and 75 establish new accounting and reporting standards for other postemployment benefits (OPEB), such as health insurance provided to retirees. Under the new standards, governments that participate in OPEB plans will be required to report in their statement of net position a net OPEB liability, which is the difference between the total OPEB liability and the assets set aside to pay OPEB. Statement No. 74, which applies to plans (such as OPERS and STRS-Ohio), is effective for periods beginning after June 15, 2016 (FY2017). Statement No. 75, which applies to plan participants (including the university), is effective for periods beginning after June 15, 2017 (FY2018).

In December 2015, the GASB issued Statement No. 78, Pensions Provided through Certain Multiple-Employer Defined Benefit Pension Plans. This standard amends the scope and applicability of Statement No. 68 to exclude pensions provided to employees of state or local governmental employers through a cost-sharing multiple-employer defined benefit pension plan that (1) is not a state or local governmental pension plan, (2) is used to provide defined benefit pensions both to employees of state or local governmental employers and to employees of employers that are not state or local governmental employers, and (3) has no predominant state or local governmental employer (either individually or collectively with other state or local governmental employers that provide pensions through the pension plan). The standard is effective for financial statements for fiscal years beginning after December 15, 2015 (FY2017).

In December 2015, the GASB issued Statement No. 79, Certain External Investment Pools and Pool Participants. Statement No. 79 establishes criteria for an external investment pool to qualify for making the election to measure all of its investments at amortized cost for financial reporting purposes. These criteria were formerly based on SEC regulations. The requirements of this Statement are effective for reporting periods beginning after June 15, 2015 (FY2016), except for the provisions in paragraphs 18, 19, 23–26, and 40, which are
Notes to Financial Statements – Years Ended June 30, 2016 and 2015
(dollars in thousands)

Effective for reporting periods beginning after December 15, 2015 (FY2017). The provisions effective in FY2016 had no impact on university investment reporting.

In January 2016, the GASB issued Statement No. 80, Blending Requirements for Certain Component Units—an amendment of GASB Statement No. 14. This standard expands the blending criteria in Statement No. 14 to require blending of a component unit incorporated as a not-for-profit corporation in which the primary government is the sole corporate member. The standard is effective for financial statements for fiscal years beginning after June 15, 2016 (FY2017).

In March 2016, the GASB issued Statement No. 81, Irrevocable Split-Interest Agreements. This standard requires that a government that receives resources pursuant to an irrevocable split-interest agreement recognize assets, liabilities, and deferred inflows of resources at the inception of the agreement. It also requires that a government recognize assets representing its beneficial interests in irrevocable split-interest agreements that are administered by a third party, if the government controls the present service capacity of the beneficial interests. In general, revenue recognition related to these agreements will be delayed until a specified event occurs (such as the death of the lead beneficiary). The standard is effective for financial statements for fiscal years beginning after December 15, 2016 (FY2016).

In March 2016, the GASB issued Statement No. 82, Pension Issues—an amendment of GASB Statements No. 67, No. 68, and No. 73. This standard addresses issues regarding (1) the presentation of payroll-related measures in required supplementary information, (2) the selection of assumptions and the treatment of deviations from the guidance in an Actuarial Standard of Practice for financial reporting purposes, and (3) the classification of payments made by employers to satisfy employee (plan member) contribution requirements. The standard is effective for financial statements for fiscal years beginning after June 15, 2016 (FY2017).

University management has elected to early-implement Statement No. 82 in FY2016 and is currently assessing the impact that implementation of GASB Statements No. 73, 74, 75, 78, 79, 80 and 81 will have on the university’s financial statements.

Other

The university is exempt from income taxes as an instrumentality of the State of Ohio under Internal Revenue Code §115 and Internal Revenue Service regulations. Any unrelated business income is taxable.

Revision

The financial statements for the year ended June 30, 2015 have been revised to correct for errors relating to a misclassification of certain transactions between the primary institution and aggregate discretely presented component units (primarily related to OSU Physicians) as presented in the statement of revenues, expenses and other changes in net position and the statement of cash flows. Previously reported net position and the change in net position for fiscal year 2015 were not impacted by the misclassification. These errors were not material to
prior periods’ financial statements. The effect on fiscal year 2015 financial statements is presented below:

<table>
<thead>
<tr>
<th></th>
<th>Primary Institution</th>
<th>Discretely Presented Component Units</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>As Previously Reported</td>
<td>Adjustment</td>
</tr>
<tr>
<td><strong>Statement of Revenues, Expenses and Other Changes in Net Position</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Operating Revenues:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private Grants and Contracts</td>
<td>$219,540</td>
<td>$11,886</td>
</tr>
<tr>
<td>Total Operating Revenues</td>
<td>$4,296,348</td>
<td>$11,886</td>
</tr>
<tr>
<td><strong>Operating Expenses:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public service</td>
<td>$131,965</td>
<td>($607)</td>
</tr>
<tr>
<td>OSUP Physicians, Inc.</td>
<td>$373,858</td>
<td>$8,845</td>
</tr>
<tr>
<td>Total Operating Expenses</td>
<td>$4,793,506</td>
<td>($607)</td>
</tr>
<tr>
<td>Net Operating Income</td>
<td>($497,158)</td>
<td>$12,463</td>
</tr>
<tr>
<td><strong>Non-operating Revenues (Expenses):</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Non-operating Revenues and Expenses</td>
<td>$6,352</td>
<td>$13,417</td>
</tr>
<tr>
<td>Net Non-operating Revenue</td>
<td>$795,201</td>
<td>$13,417</td>
</tr>
<tr>
<td>Income (Loss) before Other Changes in Net Position</td>
<td>$284,043</td>
<td>$25,910</td>
</tr>
<tr>
<td><strong>Other Changes in Net Position:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Additions to Permanent Endowments</td>
<td>$60,792</td>
<td>$1,503</td>
</tr>
<tr>
<td>Capital Contributions and Other Changes</td>
<td>$27,413</td>
<td>($27,413)</td>
</tr>
</tbody>
</table>
### Notes to Financial Statements – Years Ended June 30, 2016 and 2015

**$ (dollars in thousands)**

<table>
<thead>
<tr>
<th></th>
<th>Primary Institution</th>
<th>Discretely Presented Component Units</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>As Previously Reported</td>
<td>Adjustment</td>
</tr>
<tr>
<td><strong>Statement of Cash Flows</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash Flows from Operating Activities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grant and Contract Receipts</td>
<td>$657,858</td>
<td>$11,886</td>
</tr>
<tr>
<td>Payments to vendors for supplies and services</td>
<td>$(1,496,386)</td>
<td>$(607)</td>
</tr>
<tr>
<td>Net cash in operating activities</td>
<td>$(125,919)</td>
<td>$(12,493)</td>
</tr>
<tr>
<td><strong>Cash Flows from Noncapital Financing Activities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Additions to Permanent Endowments</td>
<td>$65,792</td>
<td>$1,503</td>
</tr>
<tr>
<td>Other receipts</td>
<td>$12,551</td>
<td>$(13,996)</td>
</tr>
<tr>
<td>Net cash effect of noncapital financing activities</td>
<td>$727,630</td>
<td>$(12,493)</td>
</tr>
</tbody>
</table>

The above revision had no impact on the Total University column as presented within the financial statements for memorandum purposes only.

Note 20 to the financial statements presents combining information for discretely presented component units and the fiscal year 2015 condensed statement of revenues, expenses and changes in net position and condensed statement of cash flows were also impacted by the above revision, and adjusted amounts are reflected in that footnote.

### NOTE 2 — CASH AND CASH EQUIVALENTS

At June 30, 2016, the carrying amount of the primary institution’s cash, cash equivalents and restricted cash is $1,365,782 as compared to bank balances of $1,324,013. The differences in carrying amount and bank balances are caused by outstanding checks and deposits in transit. Of the bank balances, $53,280 is covered by federal deposit insurance and $1,270,733 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, 2015, the carrying amount of the primary institution’s cash, cash equivalents and restricted cash is $943,990 as compared to bank balances of $837,154. The differences in carrying amount and bank balances are caused by outstanding checks and deposits in transit. Of the bank balances, $27,038 is covered by federal deposit insurance and $909,316 is uninsured but collateralized by pools of securities pledged by the depository banks and held in the name of the respective banks.

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Notes to Financial Statements – Years Ended June 30, 2016 and 2015
(dollars in thousands)

At June 30, 2016, the carrying amount of the discretely presented component units’ cash, cash equivalents and restricted cash is $87,001 as compared to bank balances of $79,794. The differences in carrying amount and bank balances are caused by outstanding checks and deposits in transit. Of the bank balances, $4,911 is covered by federal deposit insurance and $74,883 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, 2015, the carrying amount of the discretely presented component units’ cash, cash equivalents and restricted cash is $76,701 as compared to bank balances of $66,246. The differences in carrying amount and bank balances are caused by outstanding checks and deposits in transit. Of the bank balances, $5,427 is covered by federal deposit insurance and $60,619 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. The university’s Board of Trustees approved the following thematic asset classes, allocation ranges and benchmarks for the Long-Term Investment Pool:

<table>
<thead>
<tr>
<th>Asset Class</th>
<th>Range</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Equities</td>
<td>40-80%</td>
<td>MSCI All Country World Index (ACWI)</td>
</tr>
<tr>
<td>Global Credit</td>
<td>10-50%</td>
<td>Barclays U.S. Aggregate Bond Index</td>
</tr>
<tr>
<td>Real Assets</td>
<td>5-20%</td>
<td>U.S. Consumer Price Index (CPI) + 5%</td>
</tr>
</tbody>
</table>

The Global Equities category includes domestic equity, international equity, emerging market equity, hedged funds and private equity. The Global Credit category includes global fixed
Notes to Financial Statements – Years Ended June 30, 2016 and 2015
(dollars in thousands)

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-utilized 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.

Total university investments by major category for the primary institution at June 30, 2016 and 2015 are as follows:

<table>
<thead>
<tr>
<th>Primary Institution</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Temporary Investments</td>
<td>$1,508,854</td>
<td>$1,213,486</td>
</tr>
<tr>
<td>Long-Term Investment Pool:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gifted Endowment - University</td>
<td>$977,173</td>
<td>$1,047,985</td>
</tr>
<tr>
<td>Gifted Endowment - OSU Foundation</td>
<td>$763,332</td>
<td>$757,158</td>
</tr>
<tr>
<td>Quasi Endowment - Operating</td>
<td>$1,203,959</td>
<td>$1,164,148</td>
</tr>
<tr>
<td>Quasi Endowment - Designated</td>
<td>$672,098</td>
<td>$690,096</td>
</tr>
<tr>
<td>Total Long-Term Investment Pool</td>
<td>$3,616,562</td>
<td>$3,659,387</td>
</tr>
<tr>
<td>Securities Lending Collateral Investments</td>
<td>$27,589</td>
<td>$37,806</td>
</tr>
<tr>
<td>Other Long-Term Investments</td>
<td>$132,971</td>
<td>$93,367</td>
</tr>
<tr>
<td>Total Investments</td>
<td>$5,285,976</td>
<td>$5,004,046</td>
</tr>
</tbody>
</table>

38 The Ohio State University
November 4, 2016 meeting, Board of Trustees

Notes to Financial Statements – Years Ended June 30, 2016 and 2015
(dollars in thousands)

Total university investments by investment type for the primary institution at June 30, 2016 are as follows:

<table>
<thead>
<tr>
<th></th>
<th>Temporary Investments</th>
<th>Long-Term Investment Pool</th>
<th>Other Long-Term Investments</th>
<th>Lending Collateral Investments</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S. equity</td>
<td>$</td>
<td>$366,931</td>
<td>$</td>
<td>$</td>
<td>$366,931</td>
</tr>
<tr>
<td>International equity</td>
<td>-</td>
<td>112,389</td>
<td>-</td>
<td>-</td>
<td>112,389</td>
</tr>
<tr>
<td>Equity mutual funds</td>
<td>81,371</td>
<td>158,936</td>
<td>23,407</td>
<td>-</td>
<td>263,714</td>
</tr>
<tr>
<td>U.S. government obligations</td>
<td>167,430</td>
<td>5,094</td>
<td>2,745</td>
<td>-</td>
<td>175,268</td>
</tr>
<tr>
<td>U.S. government agency obligations</td>
<td>120,992</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>120,992</td>
</tr>
<tr>
<td>Repurchase agreements</td>
<td>2,200</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>2,200</td>
</tr>
<tr>
<td>Corporate bonds and notes</td>
<td>983,399</td>
<td>-</td>
<td>214</td>
<td>-</td>
<td>983,613</td>
</tr>
<tr>
<td>Bond mutual funds</td>
<td>83,497</td>
<td>-</td>
<td>17,801</td>
<td>-</td>
<td>101,298</td>
</tr>
<tr>
<td>Foreign government bonds</td>
<td>6,819</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>6,819</td>
</tr>
<tr>
<td>Real assets</td>
<td>10,184</td>
<td>644,415</td>
<td>16,705</td>
<td>-</td>
<td>671,304</td>
</tr>
<tr>
<td>Hedge funds</td>
<td>-</td>
<td>1,444,636</td>
<td>-</td>
<td>-</td>
<td>1,444,636</td>
</tr>
<tr>
<td>Private equity</td>
<td>-</td>
<td>514,388</td>
<td>56,409</td>
<td>-</td>
<td>570,797</td>
</tr>
<tr>
<td>Commercial paper</td>
<td>40,746</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>40,746</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>-</td>
<td>370,251</td>
<td>-</td>
<td>-</td>
<td>370,251</td>
</tr>
<tr>
<td>Other</td>
<td>12,016</td>
<td>-</td>
<td>15,690</td>
<td>-</td>
<td>27,706</td>
</tr>
<tr>
<td>Securities Lending Collateral Assets:</td>
<td></td>
<td></td>
<td></td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Repurchase agreements</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>7,317</td>
</tr>
<tr>
<td>Variable rate notes</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>17,774</td>
</tr>
<tr>
<td>Commercial paper</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>521</td>
</tr>
<tr>
<td>Certificates of deposit</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Cash and other adjustments</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,977</td>
</tr>
</tbody>
</table>

$1,508,854 $3,616,562 $132,971 $27,569 $5,285,976
Notes to Financial Statements – Years Ended June 30, 2016 and 2015
(dollars in thousands)

Total university investments by investment type for the primary institution at June 30, 2015 are as follows:

<table>
<thead>
<tr>
<th>Securities Lending Collateral Assets:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Repurchase agreements:</td>
</tr>
<tr>
<td>Variable rate notes:</td>
</tr>
<tr>
<td>Commercial paper:</td>
</tr>
<tr>
<td>Certificates of deposit:</td>
</tr>
<tr>
<td>Cash and other adjustments:</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Temporary Investments</th>
<th>Long-Term Investment Pool</th>
<th>Other Long-Term Investments</th>
<th>Interest and Dividends (net)</th>
<th>Net Increase in Fair Value</th>
<th>Net Investment Income (loss)</th>
</tr>
</thead>
<tbody>
<tr>
<td>$21,667</td>
<td>$71,193</td>
<td>1,939</td>
<td>$857</td>
<td>$(105,312)</td>
<td>$(10,513)</td>
</tr>
<tr>
<td>$22,524</td>
<td>(57,425)</td>
<td>24,388</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The Ohio State University
Notes to Financial Statements – Years Ended June 30, 2016 and 2015
(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. Alternative investments with a NAV reported under an alternative
Notes to Financial Statements – Years Ended June 30, 2016 and 2015
(dollars in thousands)

Basis are reflected as Level 3 investments. Investments measured at NAV consist mainly of non-publicly traded mutual funds, hedge funds, private equity, and other alternative funds. These assets are valued by the associated external investment manager/general partner and reviewed by the university using the most recent audited and unaudited financial statements available.

**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 $179,177 and $980 at June 30, 2016 and 2015, respectively.

**Investments by fair value category for the primary institution at June 30, 2016 are as follows:**

<table>
<thead>
<tr>
<th>Primary Institution</th>
<th>Quoted Prices in Active Markets:</th>
<th>Significant</th>
<th>Significant</th>
<th>NAV as</th>
<th>Total</th>
<th>Fair Value</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(Level 1)</td>
<td>(Level 2)</td>
<td>(Level 3)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>U.S. equity</td>
<td>$366,931</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$366,931</td>
</tr>
<tr>
<td>International equity</td>
<td>112,199</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>112,199</td>
</tr>
<tr>
<td>Equity mutual funds</td>
<td>104,779</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>175,269</td>
</tr>
<tr>
<td>U.S. government obligations</td>
<td>-</td>
<td>175,269</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>175,269</td>
</tr>
<tr>
<td>U.S. government agency obligations</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Repurchase agreements</td>
<td>-</td>
<td>120,982</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>120,982</td>
</tr>
<tr>
<td>Corporate bonds and notes</td>
<td>-</td>
<td>980,094</td>
<td>3,518</td>
<td>-</td>
<td>-</td>
<td>983,613</td>
</tr>
<tr>
<td>Bond mutual funds</td>
<td>101,498</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>101,498</td>
</tr>
<tr>
<td>Foreign government bonds</td>
<td>-</td>
<td>6,819</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>6,819</td>
</tr>
<tr>
<td>Real assets</td>
<td>15,182</td>
<td>125,357</td>
<td>530,765</td>
<td>-</td>
<td>-</td>
<td>671,304</td>
</tr>
<tr>
<td>Hedge funds</td>
<td>-</td>
<td>-</td>
<td>23,804</td>
<td>1,444,636</td>
<td>1,444,636</td>
<td></td>
</tr>
<tr>
<td>Private equity</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Commercial paper</td>
<td>-</td>
<td>40,746</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>40,746</td>
</tr>
<tr>
<td>Cash equivalents</td>
<td>191,074</td>
<td>-</td>
<td>16,021</td>
<td>-</td>
<td>-</td>
<td>207,095</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>11,685</td>
<td>16,021</td>
<td>-</td>
<td>-</td>
<td>27,706</td>
</tr>
<tr>
<td>Securities Lending Collateral Assets:</td>
<td>-</td>
<td>7,817</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>7,817</td>
</tr>
<tr>
<td>Repurchase agreements</td>
<td>-</td>
<td>17,199</td>
<td>575</td>
<td>-</td>
<td>-</td>
<td>17,774</td>
</tr>
<tr>
<td>Variable rate notes</td>
<td>-</td>
<td>521</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>521</td>
</tr>
<tr>
<td>Certificates of deposit</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other adjustments</td>
<td>-</td>
<td>1,977</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,977</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>891,663</strong></td>
<td><strong>1,364,819</strong></td>
<td><strong>569,278</strong></td>
<td><strong>2,681,039</strong></td>
<td><strong>5,106,709</strong></td>
<td></td>
</tr>
</tbody>
</table>

Securities not levelled in investment portfolio:
Cash | $179,177 | - | - | - | - | $179,177 |

**Investments by fair value category for the primary institution at June 30, 2015 are as follows:**
### Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

<table>
<thead>
<tr>
<th>Primary Institution</th>
<th>Quoted Prices in Active Markets (Level 1)</th>
<th>Significant Other Observable Inputs (Level 2)</th>
<th>Significant Unobservable Inputs (Level 3)</th>
<th>NAV as Expenditure (Level 3)</th>
<th>Fair Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S. equity</td>
<td>$319,381</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$319,381</td>
</tr>
<tr>
<td>International equity</td>
<td>158,999</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>158,999</td>
</tr>
<tr>
<td>Equity mutual funds</td>
<td>116,995</td>
<td>-</td>
<td>-</td>
<td>152,063</td>
<td>269,058</td>
</tr>
<tr>
<td>U.S. government obligations</td>
<td>193,656</td>
<td>131,899</td>
<td>-</td>
<td>-</td>
<td>325,555</td>
</tr>
<tr>
<td>U.S. government agency obligations</td>
<td>-</td>
<td>-</td>
<td>89,413</td>
<td>-</td>
<td>89,413</td>
</tr>
<tr>
<td>Repurchase agreements</td>
<td>-</td>
<td>-</td>
<td>2,000</td>
<td>-</td>
<td>2,000</td>
</tr>
<tr>
<td>Corporate bonds and notes</td>
<td>-</td>
<td>-</td>
<td>767,311</td>
<td>-</td>
<td>767,311</td>
</tr>
<tr>
<td>Bond mutual funds</td>
<td>91,549</td>
<td>616</td>
<td>-</td>
<td>-</td>
<td>92,165</td>
</tr>
<tr>
<td>Foreign government bonds</td>
<td>-</td>
<td>16,454</td>
<td>-</td>
<td>-</td>
<td>16,454</td>
</tr>
<tr>
<td>Real assets</td>
<td>5,821</td>
<td>109,150</td>
<td>-</td>
<td>518,293</td>
<td>633,264</td>
</tr>
<tr>
<td>HEDGE FUNDS</td>
<td>-</td>
<td>-</td>
<td>16,454</td>
<td>-</td>
<td>16,454</td>
</tr>
<tr>
<td>Private equity</td>
<td>-</td>
<td>-</td>
<td>20,138</td>
<td>512,955</td>
<td>533,093</td>
</tr>
<tr>
<td>Commercial paper</td>
<td>-</td>
<td>25,434</td>
<td>329</td>
<td>-</td>
<td>25,763</td>
</tr>
<tr>
<td>Cash equivalents</td>
<td>48,022</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>48,022</td>
</tr>
<tr>
<td>Other</td>
<td>14,572</td>
<td>15,112</td>
<td>-</td>
<td>-</td>
<td>29,684</td>
</tr>
</tbody>
</table>

**Securities Lending Collateral Assets:**
- Repurchase agreements: $12,460
- Variable rate notes: $15,682
- Commercial paper: $5,128
- Certificates of deposit: $4,538

**Other adjustments:**

**Total:** $934,423

$1,082,734

$147,502

$2,838,997

$5,003,056

Securities not levelled in investment portfolio:
- Cash: $990

### 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, 2016 is as follows:

<table>
<thead>
<tr>
<th>Fair Value</th>
<th>Unfunded Commitments</th>
<th>Remaining Life</th>
<th>Redemption Horizon Period</th>
<th>Redemption Restrictions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity mutual funds - public, international</td>
<td>$156,938</td>
<td>1 to 30 days</td>
<td>None</td>
<td></td>
</tr>
<tr>
<td>Hedge funds - 30 to 90 day notice periods</td>
<td>1,444,036</td>
<td>30 to 90 days</td>
<td>3 to 5 years</td>
<td></td>
</tr>
<tr>
<td>Real assets - real estate, real estate, real estate, real estate, real estate, real estate, real estate, real estate</td>
<td>540,755</td>
<td>Forwards not deliverable</td>
<td>Forwards not deliverable</td>
<td></td>
</tr>
<tr>
<td>Real assets - real estate, real estate, real estate, real estate</td>
<td>630,548</td>
<td>Forwards not deliverable</td>
<td>Forwards not deliverable</td>
<td></td>
</tr>
</tbody>
</table>

**Total:** $2,490,098

2016 Financial Report
Additional Risk Disclosures for Investments

Statements No. 3 and 40 of the Governmental Accounting Standards Board 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 alternative investments are illiquid and subject to redemption restrictions in accordance with their respective governing documents. Such governing documents do not provide for the university to exit the alternative investments until the term of the respective alternative investments has ended.

Interest-rate risk – Interest-rate risk is the risk that changes in interest rates will adversely affect the fair value of an investment. Investments with interest rates that are fixed for longer periods are likely to be subject to more variability in their fair values as a result of future changes in interest rates.

The maturities of the university’s interest-bearing investments for the primary institution at June 30, 2016 are as follows:

<table>
<thead>
<tr>
<th>Investment Maturities (in years)</th>
<th>Fair Value</th>
<th>Less than 1</th>
<th>1 to 5</th>
<th>6 to 10</th>
<th>More than 10</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S. government obligations</td>
<td>$175,269</td>
<td>$18,829</td>
<td>$157,613</td>
<td>$(1,173)</td>
<td>$-</td>
</tr>
<tr>
<td>U.S. government agency obligations</td>
<td>120,992</td>
<td>14,980</td>
<td>62,941</td>
<td>17,088</td>
<td>25,983</td>
</tr>
<tr>
<td>Repurchase agreements</td>
<td>2,200</td>
<td>2,200</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Commercial paper</td>
<td>40,746</td>
<td>40,746</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Corporate bonds</td>
<td>983,613</td>
<td>270,225</td>
<td>634,723</td>
<td>35,072</td>
<td>43,593</td>
</tr>
<tr>
<td>Bond mutual funds</td>
<td>101,498</td>
<td>(1,011)</td>
<td>66,138</td>
<td>27,106</td>
<td>9,265</td>
</tr>
<tr>
<td>Other governmental bonds</td>
<td>11,685</td>
<td>3,237</td>
<td>7,739</td>
<td>-</td>
<td>709</td>
</tr>
<tr>
<td>Foreign governmental bonds</td>
<td>6,819</td>
<td>1,726</td>
<td>5,093</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Securities Lending Collateral:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Repurchase agreements</td>
<td>7,317</td>
<td>7,317</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Certificates of deposit</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Commercial paper</td>
<td>521</td>
<td>521</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Variable rate notes</td>
<td>17,774</td>
<td>17,774</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>$1,468,434</td>
<td>$376,544</td>
<td>$934,247</td>
<td>$78,093</td>
<td>$79,550</td>
</tr>
</tbody>
</table>
Notes to Financial Statements – Years Ended June 30, 2016 and 2015
(dollars in thousands)

The maturities of the university's interest-bearing investments for the primary institution at June 30, 2015 are as follows:

<table>
<thead>
<tr>
<th>Investment Maturities (in years)</th>
<th>Fair Value</th>
<th>Less than 1</th>
<th>1 to 5</th>
<th>6 to 10</th>
<th>More than 10</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S. government obligations</td>
<td>325,555</td>
<td>18,432</td>
<td>224,315</td>
<td>82,808</td>
<td>-</td>
</tr>
<tr>
<td>U.S. government agency obligations</td>
<td>89,413</td>
<td>1,833</td>
<td>58,609</td>
<td>12,997</td>
<td>15,974</td>
</tr>
<tr>
<td>Repurchase agreements</td>
<td>2,000</td>
<td>2,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Commercial paper</td>
<td>25,763</td>
<td>25,763</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Corporate bonds</td>
<td>767,311</td>
<td>205,581</td>
<td>492,879</td>
<td>30,366</td>
<td>38,485</td>
</tr>
<tr>
<td>Bond mutual funds</td>
<td>92,165</td>
<td>21,527</td>
<td>33,287</td>
<td>27,499</td>
<td>9,852</td>
</tr>
<tr>
<td>Other governmental bonds</td>
<td>14,772</td>
<td>1,531</td>
<td>12,195</td>
<td>-</td>
<td>846</td>
</tr>
<tr>
<td>Foreign governmental bonds</td>
<td>16,454</td>
<td>7,096</td>
<td>9,052</td>
<td>306</td>
<td>-</td>
</tr>
<tr>
<td>Securities Lending Collateral</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Repurchase agreements</td>
<td>12,460</td>
<td>12,460</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Certificates of deposit</td>
<td>4,538</td>
<td>4,538</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Commercial paper</td>
<td>5,128</td>
<td>5,128</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Variable rate notes</td>
<td>15,682</td>
<td>15,080</td>
<td>602</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>1,371,041</td>
<td>320,969</td>
<td>830,939</td>
<td>153,976</td>
<td>65,157</td>
</tr>
</tbody>
</table>

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, 2016 and 2015
(dollars in thousands)

The credit ratings of the university’s interest-bearing investments for the primary institution at June 30, 2016 are as follows:

<table>
<thead>
<tr>
<th>Primary Institution</th>
<th>Total</th>
<th>AA</th>
<th>A</th>
<th>BB</th>
<th>B</th>
<th>BBB</th>
<th>Baa</th>
<th>Bb</th>
<th>Bb-</th>
<th>CCC</th>
<th>D</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S. government and agency obligations</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
</tr>
<tr>
<td>Bank loans</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
</tr>
<tr>
<td>Commercial paper</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
</tr>
<tr>
<td>Other</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
</tr>
<tr>
<td>Total</td>
<td>400,000</td>
<td>400,000</td>
<td>400,000</td>
<td>400,000</td>
<td>400,000</td>
<td>400,000</td>
<td>400,000</td>
<td>400,000</td>
<td>400,000</td>
<td>400,000</td>
<td>400,000</td>
</tr>
</tbody>
</table>

The credit ratings of the university’s interest-bearing investments for the primary institution at June 30, 2015 are as follows:

<table>
<thead>
<tr>
<th>Primary Institution</th>
<th>Total</th>
<th>AA</th>
<th>A</th>
<th>BB</th>
<th>B</th>
<th>BBB</th>
<th>Baa</th>
<th>Bb</th>
<th>Bb-</th>
<th>CCC</th>
<th>D</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S. government and agency obligations</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
</tr>
<tr>
<td>Bank loans</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
</tr>
<tr>
<td>Commercial paper</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
</tr>
<tr>
<td>Other</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
</tr>
<tr>
<td>Total</td>
<td>400,000</td>
<td>400,000</td>
<td>400,000</td>
<td>400,000</td>
<td>400,000</td>
<td>400,000</td>
<td>400,000</td>
<td>400,000</td>
<td>400,000</td>
<td>400,000</td>
<td>400,000</td>
</tr>
</tbody>
</table>

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, 2016 and June 30, 2015.

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.

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Notes to Financial Statements – Years Ended June 30, 2016 and 2015
(dollars in thousands)

At June 30, 2016, exposure to foreign currency risk for the primary institution is as follows:

<table>
<thead>
<tr>
<th>Primary Institution</th>
<th>Common Stock</th>
<th>Equity Mutual Funds</th>
<th>Bond Mutual Funds</th>
<th>Corporate Bonds and Notes</th>
<th>Foreign Government Bonds</th>
<th>Partnerships and Hedge Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australian dollar</td>
<td>$1,005</td>
<td>$6,759</td>
<td>$60</td>
<td>-</td>
<td>-</td>
<td>$11,493</td>
</tr>
<tr>
<td>Bangladeshi taka</td>
<td>-</td>
<td>605</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Brazilian real</td>
<td>315</td>
<td>6,425</td>
<td>298</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Canadian dollar</td>
<td>7,474</td>
<td>1,111</td>
<td>6</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Chilean peso</td>
<td>-</td>
<td>1,520</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Chinese yuan</td>
<td>-</td>
<td>342</td>
<td>(280)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Columbian peso</td>
<td>-</td>
<td>628</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Czech Republic koruna</td>
<td>-</td>
<td>974</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Danish krona</td>
<td>1,110</td>
<td>251</td>
<td>(3)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Egyptian pound</td>
<td>-</td>
<td>30</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Euro</td>
<td>35,254</td>
<td>23,712</td>
<td>(456)</td>
<td>1,597</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Great Britain pound</td>
<td>22,789</td>
<td>36,287</td>
<td>(293)</td>
<td>190</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Hong Kong dollar</td>
<td>5,104</td>
<td>14,562</td>
<td>18</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Hungarian forint</td>
<td>-</td>
<td>38</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Indian rupee</td>
<td>-</td>
<td>3,986</td>
<td>3</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Indonesian rupiah</td>
<td>-</td>
<td>323</td>
<td>5</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Israeli shekel</td>
<td>-</td>
<td>82</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Japanese yen</td>
<td>19,823</td>
<td>26,559</td>
<td>(55)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Kuwaiti dinar</td>
<td>-</td>
<td>443</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Malaysian ringgit</td>
<td>-</td>
<td>1,163</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Mexican peso</td>
<td>-</td>
<td>1,279</td>
<td>130</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>New Taiwan dollar</td>
<td>-</td>
<td>4,777</td>
<td>(240)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>New Turkish lira</td>
<td>-</td>
<td>1,166</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>New Zealand dollar</td>
<td>-</td>
<td>39</td>
<td>4</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Norwegian krone</td>
<td>1,529</td>
<td>1,130</td>
<td>1</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Pakistan rupee</td>
<td>-</td>
<td>1,818</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Peruvian nuevo sol</td>
<td>-</td>
<td>443</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Philippine peso</td>
<td>-</td>
<td>233</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Polish zloty</td>
<td>-</td>
<td>559</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Romanian new leu</td>
<td>-</td>
<td>1,810</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Russian ruble</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Singapore dollar</td>
<td>-</td>
<td>6,925</td>
<td>(483)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>South African rand</td>
<td>-</td>
<td>5,525</td>
<td>3</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>South Korean won</td>
<td>-</td>
<td>4,324</td>
<td>(13)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Sri Lanka rupee</td>
<td>-</td>
<td>345</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Swedish krona</td>
<td>1,723</td>
<td>1,315</td>
<td>222</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Swiss franc.</td>
<td>16,073</td>
<td>6,247</td>
<td>(218)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Thailand bhat</td>
<td>-</td>
<td>774</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>UAE dirham</td>
<td>-</td>
<td>107</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$112,198</strong></td>
<td><strong>$164,183</strong></td>
<td>$(1,263)</td>
<td><strong>$1,787</strong></td>
<td>-</td>
<td><strong>$119,532</strong></td>
</tr>
</tbody>
</table>

2016 Financial Report 47
Notes to Financial Statements – Years Ended June 30, 2016 and 2015
(dollars in thousands)

At June 30, 2015, exposure to foreign currency risk for the primary institution is as follows:

<table>
<thead>
<tr>
<th>Currency</th>
<th>Current Assets</th>
<th>Equity Funds</th>
<th>Bond Funds</th>
<th>Corporate Bonds and Notes</th>
<th>Foreign Government Bonds</th>
<th>Partnerships and Hedge Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Argentinian Peso</td>
<td>428</td>
<td>8,574</td>
<td>(291)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Australian dollar</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Brazilian real</td>
<td>4,649</td>
<td>7,152</td>
<td>(260)</td>
<td>2,011</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Canadian dollar</td>
<td>1,113</td>
<td>3,360</td>
<td>5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chilean peso</td>
<td>1,578</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chinese yuan</td>
<td></td>
<td>2,877</td>
<td>(18)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Colombian peso</td>
<td>57</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Czech Republic korun</td>
<td></td>
<td>1,337</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Danish krona</td>
<td></td>
<td>6,773</td>
<td>[5]</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Egyptian pound</td>
<td>1,728</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Euro</td>
<td>40,738</td>
<td>57,061</td>
<td>(104)</td>
<td>2,586</td>
<td>64,973</td>
<td></td>
</tr>
<tr>
<td>Great Britain pound</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>sterling</td>
<td>34,153</td>
<td>48,884</td>
<td>43</td>
<td>2,039</td>
<td>15,035</td>
<td></td>
</tr>
<tr>
<td>Hong Kong dollar</td>
<td>9,661</td>
<td>14,922</td>
<td>15</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hungarian forint</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Indian rupee</td>
<td>4,222</td>
<td>2,609</td>
<td>278</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Indonesian rupiah</td>
<td>1,059</td>
<td></td>
<td>691</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Israeli shekel</td>
<td></td>
<td>247</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Japanese yen</td>
<td>18,545</td>
<td>33,586</td>
<td>64</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Korean dollar</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mexican peso</td>
<td>1,755</td>
<td>1,908</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New Taiwan dollar</td>
<td>5,250</td>
<td>5,218</td>
<td>[5]</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New Turkish lira</td>
<td>1,359</td>
<td>1,428</td>
<td>5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New Zealand dollar</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Norwegian kroner</td>
<td>964</td>
<td>1,614</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Peruvian nuevo sol</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Philippine peso</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Polish zloty</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Qatari riyal</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Russian ruble</td>
<td>435</td>
<td></td>
<td>(3)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Singapore dollar</td>
<td></td>
<td>8,357</td>
<td>(140)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>South African rand</td>
<td>4,869</td>
<td>4,057</td>
<td>(10)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>South Korean won</td>
<td>6,537</td>
<td>1,796</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Swedish krona</td>
<td>2,272</td>
<td>2,379</td>
<td>8</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Swiss franc</td>
<td>15,756</td>
<td>6,949</td>
<td>[8]</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thai baht</td>
<td>2,368</td>
<td>514</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>UAE dirham</td>
<td>1,536</td>
<td>658</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Zambian kwacha</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>158,999</td>
<td>228,549</td>
<td>(830)</td>
<td>7,516</td>
<td>97,057</td>
<td></td>
</tr>
</tbody>
</table>

48 The Ohio State University
Notes to Financial Statements – Years Ended June 30, 2016 and 2015
(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, 2016 were comprised completely of equity, and these loans were secured by collateral in the form of cash, equity, 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 the financial statements’ date, 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, 2016, securities loaned by the university amounted to a fair value of $38,166 and were secured by collateral in the amount of $40,139. The portion of this collateral that was received in cash amounted to $27,589 and is reflected within the university’s statement of net position as a current asset and a corresponding current liability.

As of June 30, 2015, securities loaned by the university amounted to a fair value of $77,302 and were secured by collateral in the amount of $82,564. The portion of this collateral that was received in cash amounted to $37,806 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, 2016 and 2015
(dollars in thousands)

NOTE 4 — ACCOUNTS, NOTES AND PLEDGES RECEIVABLE

Accounts receivable for the primary institution at June 30, 2016 and 2015 consist of the following:

<table>
<thead>
<tr>
<th>Account Description</th>
<th>Primary Institution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2016 ($'000)</td>
</tr>
<tr>
<td>Patient receivables - OSU Health System</td>
<td>$1,057,506</td>
</tr>
<tr>
<td>Grant and contract receivables</td>
<td>88,725</td>
</tr>
<tr>
<td>Tuition and fees receivable</td>
<td>19,508</td>
</tr>
<tr>
<td>Receivables for departmental and auxiliary sales and services</td>
<td>47,934</td>
</tr>
<tr>
<td>State and federal receivables</td>
<td>7,223</td>
</tr>
<tr>
<td>Other receivables</td>
<td>409</td>
</tr>
<tr>
<td><strong>Total receivables</strong></td>
<td><strong>1,221,305</strong></td>
</tr>
<tr>
<td>Less: Allowances for doubtful accounts</td>
<td>708,674</td>
</tr>
<tr>
<td><strong>Total receivables, net</strong></td>
<td><strong>$512,631</strong></td>
</tr>
</tbody>
</table>

Allowances for doubtful accounts consist primarily of patient 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 $17,500 and $17,130 at June 30, 2016 and 2015, 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 $105,671 in non-endowment pledges receivable and a related allowance for doubtful accounts of $4,804 at June 30, 2016. The university recorded $108,039 in non-endowment pledges receivable and a related allowance for doubtful accounts of $5,611 at June 30, 2015.
NOTE 5 — CAPITAL ASSETS

Capital assets activity for the primary institution for the year ended June 30, 2016 is summarized as follows:

<table>
<thead>
<tr>
<th>Primary Institution</th>
<th>Beginning Balance</th>
<th>Additions</th>
<th>Retirements</th>
<th>Ending Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land</td>
<td>$86,915</td>
<td>$3,319</td>
<td>$4,899</td>
<td>$85,335</td>
</tr>
<tr>
<td>Intangibles</td>
<td>18,413</td>
<td></td>
<td>-</td>
<td>18,413</td>
</tr>
<tr>
<td>Construction in progress</td>
<td>332,346</td>
<td>(228,793)</td>
<td>-</td>
<td>103,555</td>
</tr>
<tr>
<td>Total non depreciable assets</td>
<td>437,674</td>
<td>(225,472)</td>
<td>4,899</td>
<td>203,303</td>
</tr>
<tr>
<td>Improvements other than buildings</td>
<td>730,346</td>
<td>81,709</td>
<td>-</td>
<td>812,055</td>
</tr>
<tr>
<td>Buildings and fixed equipment</td>
<td>5,607,541</td>
<td>441,277</td>
<td>9,309</td>
<td>6,091,509</td>
</tr>
<tr>
<td>Movable equipment, furniture and software</td>
<td>1,303,468</td>
<td>109,169</td>
<td>35,437</td>
<td>1,374,200</td>
</tr>
<tr>
<td>Library books</td>
<td>173,753</td>
<td>4,165</td>
<td>5,209</td>
<td>182,709</td>
</tr>
<tr>
<td>Total</td>
<td>7,816,108</td>
<td>638,320</td>
<td>45,275</td>
<td>8,409,153</td>
</tr>
<tr>
<td>Less: Accumulated depreciation</td>
<td>3,450,540</td>
<td>351,902</td>
<td>38,418</td>
<td>3,764,023</td>
</tr>
<tr>
<td>Total depreciable assets, net</td>
<td>4,365,568</td>
<td>286,412</td>
<td>6,857</td>
<td>4,045,180</td>
</tr>
<tr>
<td>Capital assets, net</td>
<td>$4,803,242</td>
<td>$60,947</td>
<td>$11,756</td>
<td>$4,852,433</td>
</tr>
</tbody>
</table>

The decrease in construction in progress of $228,791 in fiscal year 2016 represents the amount of capital expenditures for new projects of $349,456, net of assets placed in service of $578,247.
Notes to Financial Statements – Years Ended June 30, 2016 and 2015
(dollars in thousands)

Capital assets activity for the primary institution for the year ended June 30, 2015 is summarized as follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>Beginning Balance</th>
<th>Additions</th>
<th>Retirements</th>
<th>Ending Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land</td>
<td>$68,926</td>
<td>$18,598</td>
<td>$609</td>
<td>$86,913</td>
</tr>
<tr>
<td>Intangibles</td>
<td>18,413</td>
<td></td>
<td></td>
<td>18,413</td>
</tr>
<tr>
<td>Construction in progress</td>
<td>1,213,647</td>
<td>(879,301)</td>
<td></td>
<td>334,346</td>
</tr>
<tr>
<td>Total non depreciable assets</td>
<td>1,298,886</td>
<td>(860,703)</td>
<td>609</td>
<td>437,074</td>
</tr>
<tr>
<td>Capital assets being depreciated:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improvements other than buildings</td>
<td>508,830</td>
<td>222,467</td>
<td>451</td>
<td>730,346</td>
</tr>
<tr>
<td>Buildings and fixed equipment</td>
<td>4,392,063</td>
<td>1,025,531</td>
<td>10,053</td>
<td>5,607,541</td>
</tr>
<tr>
<td>Movable equipment, furniture and software</td>
<td>1,101,236</td>
<td>258,716</td>
<td>59,494</td>
<td>1,300,468</td>
</tr>
<tr>
<td>Library books</td>
<td>171,669</td>
<td>6,609</td>
<td>525</td>
<td>177,753</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>6,373,398</strong></td>
<td><strong>1,513,923</strong></td>
<td><strong>70,153</strong></td>
<td><strong>7,816,108</strong></td>
</tr>
<tr>
<td>Less: Accumulated depreciation</td>
<td>3,175,388</td>
<td>335,889</td>
<td>64,729</td>
<td>3,450,540</td>
</tr>
<tr>
<td>Total depreciable assets, net</td>
<td>3,198,010</td>
<td>1,177,434</td>
<td>5,424</td>
<td>4,365,568</td>
</tr>
<tr>
<td>Capital assets, net</td>
<td><strong>4,492,896</strong></td>
<td><strong>316,719</strong></td>
<td><strong>6,393</strong></td>
<td><strong>4,803,242</strong></td>
</tr>
</tbody>
</table>

The decrease in construction in progress of $879,301 in fiscal year 2015 represents the amount of capital expenditures for new projects of $561,719, net of assets placed in service of $1,441,020.

Capital assets activity for the discretely presented component units for the year ended June 30, 2016 is summarized as follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>Beginning Balance</th>
<th>Additions</th>
<th>Retirements</th>
<th>Ending Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land</td>
<td>$10,844</td>
<td>20,881</td>
<td>10,603</td>
<td>$21,122</td>
</tr>
<tr>
<td>Intangibles</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Construction in progress</td>
<td>582</td>
<td>24,908</td>
<td>-</td>
<td>25,491</td>
</tr>
<tr>
<td>Total non depreciable assets</td>
<td>11,426</td>
<td>45,780</td>
<td>10,603</td>
<td>46,613</td>
</tr>
<tr>
<td>Capital assets being depreciated:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improvements other than buildings</td>
<td>8,314</td>
<td>1,625</td>
<td>1,429</td>
<td>8,510</td>
</tr>
<tr>
<td>Buildings and fixed equipment</td>
<td>67,551</td>
<td>8,101</td>
<td>3,286</td>
<td>72,366</td>
</tr>
<tr>
<td>Movable equipment, furniture and software</td>
<td>48,388</td>
<td>2,662</td>
<td>779</td>
<td>50,281</td>
</tr>
<tr>
<td>Library books</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>124,263</strong></td>
<td><strong>12,888</strong></td>
<td><strong>5,494</strong></td>
<td><strong>131,157</strong></td>
</tr>
<tr>
<td>Less: Accumulated depreciation</td>
<td>55,778</td>
<td>6,425</td>
<td>2,398</td>
<td>59,805</td>
</tr>
<tr>
<td>Total depreciable assets, net</td>
<td>68,485</td>
<td>6,463</td>
<td>3,096</td>
<td>71,352</td>
</tr>
<tr>
<td>Capital assets, net</td>
<td><strong>79,911</strong></td>
<td><strong>51,753</strong></td>
<td><strong>13,699</strong></td>
<td><strong>117,955</strong></td>
</tr>
</tbody>
</table>
Notes to Financial Statements – Years Ended June 30, 2016 and 2015
(dollars in thousands)

Capital assets activity for the discretely presented component units for the year ended June 30, 2015 is summarized as follows:

<table>
<thead>
<tr>
<th>Discretely Presented Component Units</th>
<th>Beginning Balance</th>
<th>Additions</th>
<th>Retirements</th>
<th>Ending Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital assets not being depreciated:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Land</td>
<td>5,794</td>
<td>5,050</td>
<td></td>
<td>10,844</td>
</tr>
<tr>
<td>Intangibles</td>
<td>15</td>
<td>567</td>
<td></td>
<td>582</td>
</tr>
<tr>
<td>Total non depreciable assets</td>
<td>5,809</td>
<td>5,617</td>
<td></td>
<td>11,426</td>
</tr>
<tr>
<td>Capital assets being depreciated:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improvements other than buildings</td>
<td>8,280</td>
<td>34</td>
<td></td>
<td>8,314</td>
</tr>
<tr>
<td>Buildings and fixed equipment</td>
<td>67,661</td>
<td></td>
<td>110</td>
<td>67,551</td>
</tr>
<tr>
<td>Movable equipment, furniture and software</td>
<td>44,307</td>
<td>2,572</td>
<td>(1,519)</td>
<td>43,360</td>
</tr>
<tr>
<td>Library books</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>120,248</td>
<td>2,606</td>
<td>(1,409)</td>
<td>124,263</td>
</tr>
<tr>
<td>Less: Accumulated depreciation</td>
<td>48,713</td>
<td>6,515</td>
<td>248</td>
<td>55,778</td>
</tr>
<tr>
<td>Total depreciable assets, net</td>
<td>70,537</td>
<td>(3,709)</td>
<td>(1,657)</td>
<td>64,482</td>
</tr>
<tr>
<td>Capital assets, net</td>
<td>76,346</td>
<td>1,908</td>
<td>(1,657)</td>
<td>78,911</td>
</tr>
</tbody>
</table>

NOTE 6 – ACCOUNTS PAYABLE AND ACCRUED EXPENSES

Accounts payable and accrued expenses for the primary institution at June 30, 2016 and 2015 consist of the following:

<table>
<thead>
<tr>
<th>Primary Institution</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payables to vendors for supplies and services</td>
<td>$333,524</td>
<td>$293,477</td>
</tr>
<tr>
<td>Accrued compensation and benefits</td>
<td>90,906</td>
<td>79,067</td>
</tr>
<tr>
<td>Retirement system contributions payable</td>
<td>45,118</td>
<td>42,596</td>
</tr>
<tr>
<td>Other accrued expenses</td>
<td>(332)</td>
<td>32,194</td>
</tr>
<tr>
<td>Total payables and accrued expenses</td>
<td>$469,216</td>
<td>$447,364</td>
</tr>
</tbody>
</table>
Notes to Financial Statements – Years Ended June 30, 2016 and 2015
(dollars in thousands)

NOTE 7 – DEPOSITS AND ADVANCE PAYMENTS FOR GOODS AND SERVICES

Deposits and advance payments for goods and services for the primary institution at June 30, 2016 and 2015 consist of the following:

<table>
<thead>
<tr>
<th>Current deposits and advance payments:</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition and fees</td>
<td>$40,119</td>
<td>$51,793</td>
</tr>
<tr>
<td>Departmental and auxiliary sales and services</td>
<td>75,686</td>
<td>87,459</td>
</tr>
<tr>
<td>Affinity agreements</td>
<td>7,901</td>
<td>12,622</td>
</tr>
<tr>
<td>Grant and contract advances</td>
<td>78,329</td>
<td>93,542</td>
</tr>
<tr>
<td>Other deposits and advance payments</td>
<td>14,337</td>
<td>16,121</td>
</tr>
<tr>
<td><strong>Total current deposits and advance payments</strong></td>
<td><strong>$216,372</strong></td>
<td><strong>261,537</strong></td>
</tr>
</tbody>
</table>

| Other non-current deposits and advance payments:                             | **$79,538** | **$45,202** |

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, 2015, Oval Limited provides coverage with limits of $75,000 per occurrence and in the aggregate.

Previous coverage levels for Oval Limited are as follows:

<table>
<thead>
<tr>
<th>Accident Period for Oval</th>
<th>Gross Oval Limit (Occurrence and Annual Aggregate)</th>
</tr>
</thead>
<tbody>
<tr>
<td>7/1/15 – 6/30/16</td>
<td>$75,000</td>
</tr>
<tr>
<td>7/1/16 – 6/30/15</td>
<td>$55,000</td>
</tr>
<tr>
<td>7/1/16 – 6/30/16</td>
<td>$40,000</td>
</tr>
<tr>
<td>7/1/16 – 6/30/16</td>
<td>$35,000</td>
</tr>
<tr>
<td>7/1/16 – 6/30/16</td>
<td>$25,000</td>
</tr>
<tr>
<td>7/1/16 – 6/30/16</td>
<td>$15,000</td>
</tr>
<tr>
<td>9/30/15 – 6/30/16</td>
<td>$10,000</td>
</tr>
</tbody>
</table>

The limits are in excess of underlying policies with limits of $4,000 per occurrence and $18,000 in the aggregate. A portion of the risks written by Oval Limited to date is reinsured.
by four reinsurance companies. Oval Limited retains 50% of the first $15,000 of risk and cedes the remainder to Berkley Medical Excess Underwriters (rated A+ by A.M. Best). The next $20,000 is fully ceded to Lexington Insurance Company (rated A by A.M. Best). The next $20,000 is fully ceded to Endurance Specialty Insurance Ltd. (rated A by A.M. Best). Above that, Oval Limited cedes the remaining $20,000 of risk to Medical Protective (rated A++ by A.M. Best). The estimated liability and the related contributions to the trustee fund are based upon an independent actuarial determination as of June 30, 2016. 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, 2016 of the anticipated future payments on gross claims is estimated at its present value of $57,873 discounted at an estimated rate of 3.0% (university funds) and an additional $26,927 discounted at an estimated rate of 3.0% (Oval Limited).

Although actual experience upon the ultimate disposition of the claims may vary from this estimate, the self-insurance fund assets of $179,198 (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, 2016, and the surplus of $94,398 is included in unrestricted net position.

At June 30, 2015, the anticipated future payments on gross claims was estimated at its present value of $69,523 discounted at an estimated rate of 3% (university funds) and an additional $29,055 discounted at an estimated rate of 3% (Oval Limited). The self-insurance fund assets of $163,504 (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, 2015, and the surplus of $84,925 was included in unrestricted net position.

**Employee Health Insurance**

The university is also self-insured for employee health insurance. As of June 30, 2016 and 2015, $39,096 and $37,375, 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, 2016 and 2015, respectively, $19,127 and $15,308 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, 2016 and 2015
(dollars in thousands)

Changes in reported self-insurance liabilities for the primary institution since June 30, 2014 result from the following activities:

<table>
<thead>
<tr>
<th></th>
<th>Malpractice</th>
<th>Health</th>
<th>Workers’ Compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liability at beginning of fiscal year</td>
<td>$98,570</td>
<td>$101,377</td>
<td>$97,375</td>
</tr>
<tr>
<td>Claim payments</td>
<td>(9,120)</td>
<td>109</td>
<td>(845,954)</td>
</tr>
<tr>
<td>Defense at fiscal year end</td>
<td>$89,450</td>
<td>$101,268</td>
<td>$87,028</td>
</tr>
</tbody>
</table>

NOTE 9 — DEBT

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

Debt activity for the primary institution for the year ended June 30, 2016 is as follows:

<table>
<thead>
<tr>
<th>Primary Obligation</th>
<th>Beginning Balance</th>
<th>Additions</th>
<th>Reductions</th>
<th>Ending Balance</th>
<th>Current Portion</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Receipts Bonds - Fixed Rate:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2003A, due serially through 2034</td>
<td>36,040</td>
<td></td>
<td></td>
<td>36,040</td>
<td></td>
</tr>
<tr>
<td>2006A, due serially through 2025</td>
<td>124,365</td>
<td></td>
<td>13,835</td>
<td>138,199</td>
<td>7,070</td>
</tr>
<tr>
<td>2010A, due serially through 2020</td>
<td>146,400</td>
<td></td>
<td>28,850</td>
<td>175,250</td>
<td>40,060</td>
</tr>
<tr>
<td>2010C, due 2040</td>
<td>624,785</td>
<td></td>
<td></td>
<td>624,785</td>
<td></td>
</tr>
<tr>
<td>2010D, due serially through 2032</td>
<td>84,625</td>
<td></td>
<td></td>
<td>84,625</td>
<td></td>
</tr>
<tr>
<td>2011, due 2011</td>
<td>100,000</td>
<td></td>
<td></td>
<td>100,000</td>
<td></td>
</tr>
<tr>
<td>2012A, due 2040</td>
<td>90,300</td>
<td></td>
<td>7,640</td>
<td>82,660</td>
<td>7,860</td>
</tr>
<tr>
<td>2012B, due 2031</td>
<td>129,920</td>
<td></td>
<td>7,610</td>
<td>122,310</td>
<td>5,800</td>
</tr>
<tr>
<td>2013A, due serially through 2044</td>
<td>135,980</td>
<td></td>
<td>2,170</td>
<td>133,810</td>
<td>2,235</td>
</tr>
<tr>
<td>2016A, due serially through 2113</td>
<td>600,000</td>
<td></td>
<td></td>
<td>600,000</td>
<td></td>
</tr>
<tr>
<td>2018A, due serially through 2030</td>
<td></td>
<td>80,875</td>
<td>2,830</td>
<td>78,045</td>
<td>2,510</td>
</tr>
<tr>
<td>Special Purpose General Receipts Bonds - Fixed Rate:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2006A, due 2043</td>
<td>337,955</td>
<td></td>
<td></td>
<td>337,955</td>
<td></td>
</tr>
<tr>
<td>General Receipts Bonds - Variable Rate:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1997, due serially through 2027</td>
<td>17,355</td>
<td></td>
<td></td>
<td>17,355</td>
<td></td>
</tr>
<tr>
<td>1997A, due serially through 2032</td>
<td>30,760</td>
<td></td>
<td></td>
<td>30,760</td>
<td></td>
</tr>
<tr>
<td>1997B, due serially through 2022</td>
<td>53,085</td>
<td></td>
<td></td>
<td>53,085</td>
<td></td>
</tr>
<tr>
<td>2000C, due serially through 2031</td>
<td>51,975</td>
<td></td>
<td></td>
<td>51,975</td>
<td></td>
</tr>
<tr>
<td>2000A, due serially through 2029</td>
<td>71,375</td>
<td></td>
<td></td>
<td>71,375</td>
<td></td>
</tr>
<tr>
<td>2000B, due serially through 2029</td>
<td>81,925</td>
<td></td>
<td></td>
<td>81,925</td>
<td></td>
</tr>
<tr>
<td>2000C, due serially through 2019</td>
<td>125,000</td>
<td></td>
<td></td>
<td>125,000</td>
<td></td>
</tr>
<tr>
<td>2004A, due serially through 2044</td>
<td>150,000</td>
<td></td>
<td></td>
<td>150,000</td>
<td></td>
</tr>
<tr>
<td>Capital Lease Obligations</td>
<td>5,160</td>
<td></td>
<td></td>
<td>5,160</td>
<td></td>
</tr>
<tr>
<td>Unsecured Bond Premiums</td>
<td>94,108</td>
<td></td>
<td></td>
<td>94,108</td>
<td></td>
</tr>
<tr>
<td>Total outstanding debt</td>
<td>$2,282,000</td>
<td>$214,301</td>
<td>$184,301</td>
<td>$2,376,260</td>
<td>$638,410</td>
</tr>
</tbody>
</table>
### Notes to Financial Statements – Years Ended June 30, 2016 and 2015
(dollars in thousands)

**Debt activity for the primary institution for the year ended June 30, 2015 is as follows:**

<table>
<thead>
<tr>
<th>Notes</th>
<th>Beginning Balance</th>
<th>Additions</th>
<th>Reductions</th>
<th>Ending Balance</th>
<th>Current Portion</th>
</tr>
</thead>
<tbody>
<tr>
<td>WCSU</td>
<td>$2,621</td>
<td></td>
<td></td>
<td>$2,462</td>
<td>$159</td>
</tr>
<tr>
<td>OH Air Quality Note Series A</td>
<td>4,284</td>
<td></td>
<td></td>
<td>4,139</td>
<td>441</td>
</tr>
<tr>
<td>OH Air Quality Note Series B</td>
<td>2,340</td>
<td></td>
<td></td>
<td>2,340</td>
<td>-</td>
</tr>
<tr>
<td>St. Stephen’s Church Note</td>
<td>2,927</td>
<td></td>
<td></td>
<td>2,871</td>
<td>61</td>
</tr>
<tr>
<td><strong>General Receipts Bonds - Fixed Rate:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2005A, due serially through 2015</td>
<td>57,400</td>
<td></td>
<td></td>
<td>56,640</td>
<td>2,765</td>
</tr>
<tr>
<td>2006A, due serially through 2026</td>
<td>134,919</td>
<td></td>
<td></td>
<td>124,165</td>
<td>10,754</td>
</tr>
<tr>
<td>2008A, due serially through 2020</td>
<td>134,660</td>
<td></td>
<td></td>
<td>124,060</td>
<td>10,600</td>
</tr>
<tr>
<td>2010C, due 2040</td>
<td>654,763</td>
<td></td>
<td></td>
<td>552,237</td>
<td>102,526</td>
</tr>
<tr>
<td>2010D, due serially through 2032</td>
<td>654,763</td>
<td></td>
<td></td>
<td>552,237</td>
<td>102,526</td>
</tr>
<tr>
<td>2011, due 2011</td>
<td>500,000</td>
<td></td>
<td></td>
<td>500,000</td>
<td></td>
</tr>
<tr>
<td>2012A, due 2030</td>
<td>90,000</td>
<td></td>
<td></td>
<td>90,000</td>
<td>7,680</td>
</tr>
<tr>
<td>2012B, due 2014</td>
<td>20,765</td>
<td></td>
<td></td>
<td>18,840</td>
<td>1,925</td>
</tr>
<tr>
<td>2014A, due serially through 2044</td>
<td>153,985</td>
<td></td>
<td></td>
<td>153,985</td>
<td>2,130</td>
</tr>
<tr>
<td><strong>Special Purpose General Receipts Bonds - Fixed Rate:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2013A, due 2044</td>
<td>837,955</td>
<td></td>
<td></td>
<td>837,955</td>
<td></td>
</tr>
<tr>
<td><strong>General Receipts Bonds - Variable Rate:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1997, due serially through 2027</td>
<td>17,160</td>
<td></td>
<td></td>
<td>17,160</td>
<td>17,160</td>
</tr>
<tr>
<td>1999B1, due serially through 2029</td>
<td>10,763</td>
<td></td>
<td></td>
<td>10,763</td>
<td>10,763</td>
</tr>
<tr>
<td>2001, due serially through 2012</td>
<td>53,063</td>
<td></td>
<td></td>
<td>53,063</td>
<td>53,063</td>
</tr>
<tr>
<td>2003C, due serially through 2031</td>
<td>51,975</td>
<td></td>
<td></td>
<td>51,975</td>
<td>51,975</td>
</tr>
<tr>
<td>2005B, due serially through 2015</td>
<td>71,575</td>
<td></td>
<td></td>
<td>71,575</td>
<td>71,575</td>
</tr>
<tr>
<td>2006B, due serially through 2028</td>
<td>91,925</td>
<td></td>
<td></td>
<td>91,925</td>
<td>91,925</td>
</tr>
<tr>
<td>2008C, due serially through 2035</td>
<td>150,000</td>
<td></td>
<td></td>
<td>150,000</td>
<td>150,000</td>
</tr>
<tr>
<td>2010C, due serially through 2044</td>
<td>150,000</td>
<td></td>
<td></td>
<td>150,000</td>
<td>150,000</td>
</tr>
<tr>
<td><strong>Capital Lease Obligations</strong></td>
<td>9,490</td>
<td></td>
<td></td>
<td>9,490</td>
<td>9,490</td>
</tr>
<tr>
<td><strong>Unamortized Bond Premiums</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total outstanding debt</td>
<td>2,805,528</td>
<td>300,820</td>
<td></td>
<td>2,642,009</td>
<td>655,919</td>
</tr>
</tbody>
</table>

**Debt activity for the discretely presented component units for the year ended June 30, 2016 is as follows:**

<table>
<thead>
<tr>
<th>Notes</th>
<th>Beginning Balance</th>
<th>Additions</th>
<th>Reductions</th>
<th>Ending Balance</th>
<th>Current Portion</th>
</tr>
</thead>
<tbody>
<tr>
<td>OSU Physicians - Series 2013 Health Care</td>
<td>$14,228</td>
<td></td>
<td></td>
<td>$13,659</td>
<td>$811</td>
</tr>
<tr>
<td>OSU Physicians - Term Loan Payable, due 2022</td>
<td>2,136</td>
<td></td>
<td></td>
<td>1,867</td>
<td></td>
</tr>
<tr>
<td><strong>Capital Lease Obligations</strong></td>
<td>2,136</td>
<td></td>
<td></td>
<td>1,867</td>
<td></td>
</tr>
</tbody>
</table>

**2016 Financial Report**
Notes to Financial Statements – Years Ended June 30, 2016 and 2015
(dollars in thousands)

Debt activity for the discretely presented component units for the year ended June 30, 2015 is as follows:

<table>
<thead>
<tr>
<th>Notes</th>
<th>Beginning Balance</th>
<th>Additions</th>
<th>Reductions</th>
<th>Ending Balance</th>
<th>Current Portion</th>
</tr>
</thead>
<tbody>
<tr>
<td>OSU Physicians - Series 2011 Health Care Facilities Revenue Bond, due through 2015</td>
<td>$14,785</td>
<td>-</td>
<td>$557</td>
<td>$14,228</td>
<td>$567</td>
</tr>
<tr>
<td>OSU Physicians - Term Loan Payable, due 2023</td>
<td>$2,379</td>
<td>-</td>
<td>$243</td>
<td>$2,136</td>
<td>$244</td>
</tr>
<tr>
<td>OSU Physicians - Fifth Third Letter of Credit</td>
<td>$70</td>
<td>-</td>
<td>$70</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Capital Lease Obligations</td>
<td>20</td>
<td>-</td>
<td>5</td>
<td>15</td>
<td>5</td>
</tr>
<tr>
<td>Total outstanding debt</td>
<td>$17,254</td>
<td>-</td>
<td>$885</td>
<td>$16,369</td>
<td>$816</td>
</tr>
</tbody>
</table>

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:

<table>
<thead>
<tr>
<th>Primary Institution</th>
<th>Principal</th>
<th>Interest</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>$658,418</td>
<td>$122,504</td>
<td>$780,922</td>
</tr>
<tr>
<td>2018</td>
<td>$62,366</td>
<td>$117,208</td>
<td>$179,574</td>
</tr>
<tr>
<td>2019</td>
<td>$48,181</td>
<td>$114,874</td>
<td>$163,055</td>
</tr>
<tr>
<td>2020</td>
<td>$35,144</td>
<td>$113,011</td>
<td>$148,155</td>
</tr>
<tr>
<td>2021</td>
<td>$33,651</td>
<td>$111,379</td>
<td>$145,030</td>
</tr>
<tr>
<td>2022-2026</td>
<td>$192,388</td>
<td>$531,399</td>
<td>$723,787</td>
</tr>
<tr>
<td>2027-2031</td>
<td>$166,430</td>
<td>$490,035</td>
<td>$656,465</td>
</tr>
<tr>
<td>2032-2036</td>
<td>$112,621</td>
<td>$606,063</td>
<td>$718,684</td>
</tr>
<tr>
<td>2037-2041</td>
<td>$785,746</td>
<td>$402,856</td>
<td>$1,188,602</td>
</tr>
<tr>
<td>2042-2046</td>
<td>$84,150</td>
<td>$245,427</td>
<td>$329,577</td>
</tr>
<tr>
<td>2047-2051</td>
<td>$350,000</td>
<td>$177,247</td>
<td>$527,247</td>
</tr>
<tr>
<td>2052-2056</td>
<td>$170,600</td>
<td>$170,600</td>
<td>$170,600</td>
</tr>
<tr>
<td>2057-2061</td>
<td>$250,000</td>
<td>$125,060</td>
<td>$375,060</td>
</tr>
<tr>
<td>2062-2066</td>
<td>$120,000</td>
<td>$120,000</td>
<td>$120,000</td>
</tr>
<tr>
<td>2067-2071</td>
<td>$120,000</td>
<td>$120,000</td>
<td>$120,000</td>
</tr>
<tr>
<td>2072-2076</td>
<td>$120,000</td>
<td>$120,000</td>
<td>$120,000</td>
</tr>
<tr>
<td>2077-2081</td>
<td>$120,000</td>
<td>$120,000</td>
<td>$120,000</td>
</tr>
<tr>
<td>2082-2086</td>
<td>$120,000</td>
<td>$120,000</td>
<td>$120,000</td>
</tr>
<tr>
<td>2087-2091</td>
<td>$120,000</td>
<td>$120,000</td>
<td>$120,000</td>
</tr>
<tr>
<td>2092-2096</td>
<td>$120,000</td>
<td>$120,000</td>
<td>$120,000</td>
</tr>
<tr>
<td>2097-2101</td>
<td>$120,000</td>
<td>$120,000</td>
<td>$120,000</td>
</tr>
<tr>
<td>2102-2106</td>
<td>$120,000</td>
<td>$120,000</td>
<td>$120,000</td>
</tr>
<tr>
<td>2107-2111</td>
<td>$500,000</td>
<td>$120,000</td>
<td>$620,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$3,279,095</strong></td>
<td><strong>$4,381,663</strong></td>
<td><strong>$7,660,758</strong></td>
</tr>
</tbody>
</table>
Notes to Financial Statements – Years Ended June 30, 2016 and 2015
(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:

<table>
<thead>
<tr>
<th></th>
<th>Principal</th>
<th>Interest</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>811</td>
<td>322</td>
<td>1,133</td>
</tr>
<tr>
<td>2018</td>
<td>892</td>
<td>304</td>
<td>1,196</td>
</tr>
<tr>
<td>2019</td>
<td>879</td>
<td>285</td>
<td>1,164</td>
</tr>
<tr>
<td>2020</td>
<td>898</td>
<td>266</td>
<td>1,164</td>
</tr>
<tr>
<td>2021</td>
<td>918</td>
<td>246</td>
<td>1,164</td>
</tr>
<tr>
<td>2022-2026</td>
<td>3,957</td>
<td>563</td>
<td>4,520</td>
</tr>
<tr>
<td>2027-2031</td>
<td>3,781</td>
<td>151</td>
<td>3,932</td>
</tr>
<tr>
<td>2032-2036</td>
<td>3,410</td>
<td>952</td>
<td>4,362</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>15,546</strong></td>
<td><strong>3,089</strong></td>
<td><strong>18,635</strong></td>
</tr>
</tbody>
</table>

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

The outstanding bond indentures do not require mandatory reserves for future payment of principal and interest. However, the university has set aside $324,998 for future debt service which is included in unrestricted net position.

The university has defeased various bonds by placing the proceeds of new bonds into an irrevocable trust to provide for all future debt service payments on the old bonds. The defeased bonds for the primary institution are as follows:

<table>
<thead>
<tr>
<th></th>
<th>Amount</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Defeased</td>
<td>Outstanding at June 30, 2016</td>
</tr>
<tr>
<td>General Receipts Bonds:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Series 2008A</td>
<td>$18,195</td>
<td>$18,195</td>
</tr>
<tr>
<td>Series 2010A</td>
<td>13,050</td>
<td>13,050</td>
</tr>
<tr>
<td>Series 2010D</td>
<td>3,710</td>
<td>3,710</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>34,955</strong></td>
<td><strong>34,955</strong></td>
</tr>
</tbody>
</table>

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
Notes to Financial Statements – Years Ended June 30, 2016 and 2015
(dollars in thousands)

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, 2016, the
university is in compliance with this covenant. Condensed financial information for the
Special Purpose Revenue Facilities is provided in Note 21.

Variable Rate Demand Bonds

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, 2016 are as follows:

<table>
<thead>
<tr>
<th>Series</th>
<th>Interest Rate Not to Exceed</th>
<th>Effective Average Interest Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1997</td>
<td>12%</td>
<td>1.545%</td>
</tr>
<tr>
<td>1999B1</td>
<td>12%</td>
<td>1.317%</td>
</tr>
<tr>
<td>2001</td>
<td>12%</td>
<td>1.097%</td>
</tr>
<tr>
<td>2003C</td>
<td>12%</td>
<td>1.449%</td>
</tr>
<tr>
<td>2005B</td>
<td>12%</td>
<td>1.005%</td>
</tr>
<tr>
<td>2008B</td>
<td>12%</td>
<td>0.268%</td>
</tr>
<tr>
<td>2010E</td>
<td>8%</td>
<td>0.099%</td>
</tr>
<tr>
<td>2014B</td>
<td>not specified</td>
<td>0.087%</td>
</tr>
</tbody>
</table>

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
remarking 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
Notes to Financial Statements – Years Ended June 30, 2016 and 2015
(dollars in thousands)

bonds as current liabilities. The obligations totaled $596,435 and $596,435 at June 30, 2016 and 2015, respectively.

Capital Lease Obligations

Some university equipment items and vehicles are financed as capital leases. The original cost and lease obligations related to these capital leases as of June 30, 2016 are $13,338 and $4,547, respectively. The original cost and lease obligations related to these capital leases as of June 30, 2015 are $15,203 and $6,389, 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, 2016 and 2015 for the primary institution were $105,619 and $100,082, respectively. Of these amounts, interest of $11,734 and $30,324 was capitalized in the years ended June 30, 2016 and 2015. The remaining amounts, $93,885 in fiscal year 2016 and $69,758 in fiscal year 2015, are reported as interest expense in the statement of revenues, expenses and changes in net position.

NOTE 10 — OPERATING LEASES

The university leases various buildings, office space, and equipment under operating lease agreements. These facilities and equipment are not recorded as assets on the statement of net position. The total rental expense under these agreements was $30,152 and $24,760 for the years ended June 30, 2016 and 2015, respectively.

Future minimum payments for all significant operating leases with initial or remaining terms in excess of one year as of June 30, 2016 are as follows:
Notes to Financial Statements – Years Ended June 30, 2016 and 2015
(dollars in thousands)

<table>
<thead>
<tr>
<th>Year Ending June 30</th>
<th>Primary Institution</th>
<th>Discretely Presented Component Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>$44,581</td>
<td>$2,601</td>
</tr>
<tr>
<td>2018</td>
<td>16,136</td>
<td>1,680</td>
</tr>
<tr>
<td>2019</td>
<td>14,633</td>
<td>776</td>
</tr>
<tr>
<td>2020</td>
<td>13,339</td>
<td>579</td>
</tr>
<tr>
<td>2021</td>
<td>11,044</td>
<td>384</td>
</tr>
<tr>
<td>2022-2026</td>
<td>48,432</td>
<td>816</td>
</tr>
<tr>
<td>2027-2031</td>
<td>39,178</td>
<td>21</td>
</tr>
<tr>
<td>2032-2036</td>
<td>3,009</td>
<td>-</td>
</tr>
<tr>
<td>2037-2041</td>
<td>775</td>
<td>-</td>
</tr>
<tr>
<td>2042-2046</td>
<td>1,077</td>
<td>-</td>
</tr>
<tr>
<td>2047-2051</td>
<td>1,068</td>
<td>-</td>
</tr>
<tr>
<td>2052-2056</td>
<td>1,310</td>
<td>-</td>
</tr>
<tr>
<td>2057 and beyond</td>
<td>2,725</td>
<td>-</td>
</tr>
<tr>
<td>Total minimum lease payments</td>
<td>$197,307</td>
<td>$6,857</td>
</tr>
</tbody>
</table>

NOTE 11 — COMPENSATED ABSENCES

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

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

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

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

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.

62 The Ohio State University
### NOTE 12 — OTHER LIABILITIES

Other liability activity for the primary institution for the year ended June 30, 2016 is as follows:

<table>
<thead>
<tr>
<th></th>
<th>Beginning Balance</th>
<th>Additions</th>
<th>Reductions</th>
<th>Ending Balance</th>
<th>Current Portion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compensated absences</td>
<td>$166,356</td>
<td>$15,794</td>
<td>$11,130</td>
<td>$171,012</td>
<td>$11,130</td>
</tr>
<tr>
<td>Self-insurance accruals</td>
<td>151,261</td>
<td>38,905</td>
<td>346,663</td>
<td>143,024</td>
<td>46,407</td>
</tr>
<tr>
<td>Amounts due to third party payers</td>
<td>52,831</td>
<td>62,585</td>
<td>44,586</td>
<td>71,228</td>
<td>26,484</td>
</tr>
<tr>
<td>Obligations under life income agreements</td>
<td>28,944</td>
<td>7,221</td>
<td>3,440</td>
<td>33,225</td>
<td>5,940</td>
</tr>
<tr>
<td>Refundable advances for Federal Perkins loans</td>
<td>32,228</td>
<td>-</td>
<td>538</td>
<td>32,130</td>
<td>-</td>
</tr>
<tr>
<td>Other noncurrent liabilities</td>
<td>88,140</td>
<td>28,917</td>
<td>-</td>
<td>113,057</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$515,740</td>
<td>$85,612</td>
<td>$405,097</td>
<td>$568,630</td>
<td>$91,977</td>
</tr>
</tbody>
</table>

Other liability activity for the primary institution for the year ended June 30, 2015 is as follows:

<table>
<thead>
<tr>
<th></th>
<th>Beginning Balance</th>
<th>Additions</th>
<th>Reductions</th>
<th>Ending Balance</th>
<th>Current Portion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compensated absences</td>
<td>$160,296</td>
<td>$20,352</td>
<td>$14,472</td>
<td>$166,356</td>
<td>$14,472</td>
</tr>
<tr>
<td>Self-insurance accruals</td>
<td>152,425</td>
<td>292,356</td>
<td>302,470</td>
<td>151,261</td>
<td>49,387</td>
</tr>
<tr>
<td>Amounts due to third party payers</td>
<td>19,779</td>
<td>52,862</td>
<td>19,880</td>
<td>32,833</td>
<td>8,648</td>
</tr>
<tr>
<td>Obligations under life income agreements</td>
<td>35,062</td>
<td>-</td>
<td>7,138</td>
<td>28,944</td>
<td>2,440</td>
</tr>
<tr>
<td>Refundable advances for Federal Perkins loans</td>
<td>93,657</td>
<td>3,142</td>
<td>571</td>
<td>92,226</td>
<td>-</td>
</tr>
<tr>
<td>Other noncurrent liabilities</td>
<td>88,188</td>
<td>-</td>
<td>7,028</td>
<td>81,160</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$903,887</td>
<td>$813,842</td>
<td>$315,408</td>
<td>$1,313,740</td>
<td>$48,942</td>
</tr>
</tbody>
</table>
Notes to Financial Statements – Years Ended June 30, 2016 and 2015
(dollars in thousands)

NOTE 13 – RENTALS UNDER OPERATING LEASES

The university is the lessor of certain land, buildings, office and retail space under operating lease agreements. Future minimum rental income from non-cancelable operating leases for the primary institution as of June 30, 2016 is as follows:

<table>
<thead>
<tr>
<th>Year Ending June 30,</th>
<th>$</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>5,228</td>
</tr>
<tr>
<td>2018</td>
<td>4,056</td>
</tr>
<tr>
<td>2019</td>
<td>3,531</td>
</tr>
<tr>
<td>2020</td>
<td>3,143</td>
</tr>
<tr>
<td>2021</td>
<td>2,512</td>
</tr>
<tr>
<td>2022-2026</td>
<td>9,563</td>
</tr>
<tr>
<td>2027-2031</td>
<td>3,822</td>
</tr>
<tr>
<td>2032-2036</td>
<td>2,832</td>
</tr>
<tr>
<td>2037-2041</td>
<td>2,274</td>
</tr>
<tr>
<td>2042-2046</td>
<td>207</td>
</tr>
<tr>
<td>2047-2051</td>
<td>60</td>
</tr>
<tr>
<td>Total minimum future rentals</td>
<td>$ 37,228</td>
</tr>
</tbody>
</table>

NOTE 14 – OPERATING EXPENSES BY OBJECT

In accordance with requirements set forth by the Ohio Board of Regents, the university reports operating expenses by functional classification on the Statement of Revenues, Expenses and Other Changes in Net Position. Operating expenses by object for the primary institution for the years ended June 30, 2016 and 2015 are summarized as follows:

<table>
<thead>
<tr>
<th>Year Ended June 30, 2016</th>
<th>Compensation and Benefits</th>
<th>Supplies and Services</th>
<th>Scholarships and Fellowships</th>
<th>Depreciation</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction</td>
<td>$ 866,910</td>
<td>$ 127,377</td>
<td>-</td>
<td>-</td>
<td>$ 994,287</td>
</tr>
<tr>
<td>Separately budgeted research</td>
<td>296,748</td>
<td>147,329</td>
<td>-</td>
<td>-</td>
<td>444,077</td>
</tr>
<tr>
<td>Public service</td>
<td>90,729</td>
<td>69,552</td>
<td>-</td>
<td>-</td>
<td>160,281</td>
</tr>
<tr>
<td>Academic support</td>
<td>169,078</td>
<td>36,620</td>
<td>-</td>
<td>-</td>
<td>205,698</td>
</tr>
<tr>
<td>Student services</td>
<td>78,115</td>
<td>25,669</td>
<td>-</td>
<td>-</td>
<td>103,784</td>
</tr>
<tr>
<td>Institutional support</td>
<td>117,693</td>
<td>109,404</td>
<td>-</td>
<td>-</td>
<td>227,157</td>
</tr>
<tr>
<td>Operation and maintenance of plant</td>
<td>32,547</td>
<td>68,460</td>
<td>-</td>
<td>-</td>
<td>101,007</td>
</tr>
<tr>
<td>Scholarships and fellowships</td>
<td>6,808</td>
<td>2,189</td>
<td>-</td>
<td>-</td>
<td>120,962</td>
</tr>
<tr>
<td>Auxiliary enterprises</td>
<td>153,389</td>
<td>108,748</td>
<td>-</td>
<td>-</td>
<td>254,137</td>
</tr>
<tr>
<td>OSU Health System</td>
<td>1,315,265</td>
<td>1,019,765</td>
<td>-</td>
<td>-</td>
<td>2,335,030</td>
</tr>
<tr>
<td>Depreciation</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>351,901</td>
<td>351,901</td>
</tr>
<tr>
<td>Total operating expenses</td>
<td>$ 3,042,782</td>
<td>$ 1,709,163</td>
<td>$ 132,465</td>
<td>$ 351,901</td>
<td>$ 5,216,412</td>
</tr>
</tbody>
</table>
Notes to Financial Statements – Years Ended June 30, 2016 and 2015
(dollars in thousands)

Year Ended June 30, 2015

<table>
<thead>
<tr>
<th>Primary Institution</th>
<th>Compensation and Benefits</th>
<th>Supplies and Services</th>
<th>Scholarships and Fellowships</th>
<th>Depreciation</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction</td>
<td>$ 823,329</td>
<td>$ 116,776</td>
<td>$ -</td>
<td>$ -</td>
<td>$ 940,105</td>
</tr>
<tr>
<td>Separately budgeted research</td>
<td>271,924</td>
<td>162,780</td>
<td>$ -</td>
<td>$ -</td>
<td>434,624</td>
</tr>
<tr>
<td>Public service</td>
<td>80,828</td>
<td>50,530</td>
<td>$ -</td>
<td>$ -</td>
<td>131,358</td>
</tr>
<tr>
<td>Academic support</td>
<td>148,655</td>
<td>43,485</td>
<td>$ -</td>
<td>$ -</td>
<td>192,140</td>
</tr>
<tr>
<td>Student services</td>
<td>75,245</td>
<td>24,984</td>
<td>$ -</td>
<td>$ -</td>
<td>100,229</td>
</tr>
<tr>
<td>Institutional support</td>
<td>130,756</td>
<td>99,993</td>
<td>$ -</td>
<td>$ -</td>
<td>230,749</td>
</tr>
<tr>
<td>Operation and maintenance of plant</td>
<td>32,789</td>
<td>63,077</td>
<td>$ -</td>
<td>$ -</td>
<td>95,866</td>
</tr>
<tr>
<td>Scholarships and fellowships</td>
<td>8,341</td>
<td>2,982</td>
<td>103,701</td>
<td>$ -</td>
<td>112,684</td>
</tr>
<tr>
<td>Auxiliary enterprises</td>
<td>142,037</td>
<td>106,842</td>
<td>$ -</td>
<td>$ -</td>
<td>248,879</td>
</tr>
<tr>
<td>OSU Health System</td>
<td>1,054,866</td>
<td>915,158</td>
<td>$ -</td>
<td>$ -</td>
<td>1,970,024</td>
</tr>
<tr>
<td>Depreciation</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ 335,881</td>
<td>$ 335,881</td>
</tr>
<tr>
<td>Total operating expenses</td>
<td>$ 2,766,870</td>
<td>$ 1,586,447</td>
<td>$ 103,701</td>
<td>$ 335,881</td>
<td>$ 4,782,899</td>
</tr>
</tbody>
</table>

NOTE 15 — RETIREMENT PLANS

University employees are covered by one of three retirement systems. The university faculty is covered by the State Teachers Retirement System of Ohio (STRS Ohio). Substantially all other employees are covered by the Public Employees Retirement System of Ohio (OPERS). Employees may opt out of STRS Ohio and OPERS and participate in the Alternative Retirement Plan (ARP) if they meet certain eligibility requirements.

STRS Ohio and OPERS each offer three separate plans: 1) a defined benefit plan, 2) a defined contribution plan and 3) a combined plan. Each of these three options is discussed in greater detail in the following sections.

Defined Benefit Plans

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. Benefits are established by state statute and are calculated using formulas that include years of service and final average salary as factors. 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.
Notes to Financial Statements – Years Ended June 30, 2016 and 2015
(dollars in thousands)

In accordance with GASB Statement No. 68, employers participating in cost-sharing multiple-employer plans are required to recognize a proportionate share of the collective net pension liabilities of the plans. Although changes in the net pension liability generally are recognized as pension expense in the current period, GASB 68 requires certain items to be 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 9 years).

The collective net pension liabilities of the retirement systems and the university’s proportionate share of these net pension liabilities as of June 30, 2016 are as follows:

<table>
<thead>
<tr>
<th></th>
<th>STRS-Ohio</th>
<th>OPERS</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net pension liability - all employers</td>
<td>$ 27,637,075</td>
<td>$ 17,272,216</td>
<td>$ 44,909,291</td>
</tr>
<tr>
<td>Proportion of the net pension liability - university</td>
<td>4.5%</td>
<td>9.0%</td>
<td></td>
</tr>
<tr>
<td>Proportionate share of net pension liability</td>
<td>$ 1,238,470</td>
<td>$ 1,556,156</td>
<td>$ 2,794,626</td>
</tr>
</tbody>
</table>

The collective net pension liabilities of the retirement systems and the university’s proportionate share of these net pension liabilities as of June 30, 2015 are as follows:

<table>
<thead>
<tr>
<th></th>
<th>STRS-Ohio</th>
<th>OPERS</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net pension liability - all employers</td>
<td>$ 24,323,461</td>
<td>$ 12,022,615</td>
<td>$ 36,346,076</td>
</tr>
<tr>
<td>Proportion of the net pension liability - university</td>
<td>4.4%</td>
<td>8.8%</td>
<td></td>
</tr>
<tr>
<td>Proportionate share of net pension liability</td>
<td>$ 1,070,914</td>
<td>$ 1,059,538</td>
<td>$ 2,130,452</td>
</tr>
</tbody>
</table>
# Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

Deferred outflows of resources and deferred inflows of resources for pensions were related to the following sources as of June 30, 2016:

<table>
<thead>
<tr>
<th>Source</th>
<th>STRS-Ohio</th>
<th>OPERS</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Differences between expected and actual experience</td>
<td>$ 56,459</td>
<td>$ 317</td>
<td>$ 56,776</td>
</tr>
<tr>
<td>Net difference between projected and actual earnings on pension plan investments</td>
<td>-</td>
<td>461,637</td>
<td>461,637</td>
</tr>
<tr>
<td>Changes in proportion of university contributions</td>
<td>789</td>
<td>1,343</td>
<td>2,132</td>
</tr>
<tr>
<td>University contributions subsequent to the measurement date</td>
<td>67,106</td>
<td>88,058</td>
<td>155,164</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 124,354</strong></td>
<td><strong>$ 551,355</strong></td>
<td><strong>$ 675,709</strong></td>
</tr>
</tbody>
</table>

Deferred inflows of Resources:

<table>
<thead>
<tr>
<th>Source</th>
<th>STRS-Ohio</th>
<th>OPERS</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Differences between expected and actual experience</td>
<td>$ -</td>
<td>$ 33,260</td>
<td>$ 33,260</td>
</tr>
<tr>
<td>Net difference between projected and actual earnings on pension plan investments</td>
<td>89,069</td>
<td>-</td>
<td>89,069</td>
</tr>
<tr>
<td>Changes in proportion of university contributions</td>
<td>-</td>
<td>40</td>
<td>40</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 89,069</strong></td>
<td><strong>$ 33,300</strong></td>
<td><strong>$ 122,369</strong></td>
</tr>
</tbody>
</table>

Deferred outflows of resources and deferred inflows of resources for pensions were related to the following sources as of June 30, 2015:

<table>
<thead>
<tr>
<th>Source</th>
<th>STRS-Ohio</th>
<th>OPERS</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Differences between expected and actual experience</td>
<td>$ 10,310</td>
<td>-</td>
<td>$ 10,310</td>
</tr>
<tr>
<td>Net difference between projected and actual earnings on pension plan investments</td>
<td>-</td>
<td>57,206</td>
<td>57,206</td>
</tr>
<tr>
<td>University contributions subsequent to the measurement date</td>
<td>66,547</td>
<td>84,922</td>
<td>151,469</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 76,857</strong></td>
<td><strong>$ 142,128</strong></td>
<td><strong>$ 218,985</strong></td>
</tr>
</tbody>
</table>

Deferred Inflows of Resources:

<table>
<thead>
<tr>
<th>Source</th>
<th>STRS-Ohio</th>
<th>OPERS</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Differences between expected and actual experience</td>
<td>-</td>
<td>$ 20,512</td>
<td>$ 20,512</td>
</tr>
<tr>
<td>Net difference between projected and actual earnings on pension plan investments</td>
<td>-198,123</td>
<td>-</td>
<td>-198,123</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 198,123</strong></td>
<td><strong>$ 20,512</strong></td>
<td><strong>$ 218,635</strong></td>
</tr>
</tbody>
</table>
Notes to Financial Statements – Years Ended June 30, 2016 and 2015
(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:

<table>
<thead>
<tr>
<th></th>
<th>STRS-Ohio</th>
<th>OPERS</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>47,412</td>
<td>189,460</td>
<td>236,872</td>
</tr>
<tr>
<td>2018</td>
<td>(19,694)</td>
<td>108,593</td>
<td>88,899</td>
</tr>
<tr>
<td>2019</td>
<td>(19,694)</td>
<td>117,169</td>
<td>97,475</td>
</tr>
<tr>
<td>2020</td>
<td>27,260</td>
<td>104,301</td>
<td>131,561</td>
</tr>
<tr>
<td>2021</td>
<td>-</td>
<td>(383)</td>
<td>(383)</td>
</tr>
<tr>
<td>2022 and Thereafter</td>
<td>-</td>
<td>(1,084)</td>
<td>(1,084)</td>
</tr>
<tr>
<td>Total</td>
<td>$35,284</td>
<td>$518,056</td>
<td>$553,340</td>
</tr>
</tbody>
</table>

The following table provides additional details on the pension benefit formulas, contribution requirements and significant assumptions used in the measurement of total pension liabilities for the retirement systems.
## Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

<table>
<thead>
<tr>
<th></th>
<th>STRS-Ohio</th>
<th>OPERS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Statutory Authority</strong></td>
<td>Ohio Revised Code Chapter 3307</td>
<td>Ohio Revised Code Chapter 145.</td>
</tr>
<tr>
<td><strong>Benefit Formula</strong></td>
<td>The annual retirement allowance based on final average salary multiplied by a percentage that varies based on years of service. Effective August 1, 2015, the calculation is 2.2% of final average salary for the five highest, years of earnings multiplied by all years of service. Members are eligible to retire at age 60 with five years of qualifying service credit, or at age 55 with 25 years of service, or 30 years of service regardless of age. Age and service requirements for retirement increased effective August 1, 2015, and will continue to increase periodically until they reach age 60 with 35 years of service or age 65 and five years of service on August 1, 2026.</td>
<td>Benefits are calculated on the basis of age, final average salary (FAS), and service credit. State and Local members in transition Groups A and B are eligible for retirement benefits at age 60 with 60 contributing months of service credit or at age 65 with 25 or more years of service credit. Group C for State and Local is eligible for retirement at age 57 with 25 years of service or at age 62 with 5 years of service. For Groups A and B, the annual benefit is based on 2.2% of final average salary multiplied by the actual years of service for the first 30 years of service credit and 2.5% for years of service in excess of 30 years. For Group C, the annual benefit applies a factor of 2.2% for the first 35 years and a factor of 2.5% for the years of service in excess of 35. FAS represents the average of the three highest years of earnings over a member's career for Groups A and B. Group C is based on the average of the five highest years of earnings over a member's career. The base amount of a member's pension benefit is locked in upon receipt of the initial benefit payment for calculation of annual cost-of-living adjustment.</td>
</tr>
<tr>
<td><strong>Cost-of-Living Adjustments</strong></td>
<td>With certain exceptions, the basic benefit is increased each year by 2% of the original base benefit. For members retiring August 1, 2013, or later, the first 2% is paid on the fifth anniversary of the retirement benefit.</td>
<td>Once a benefit recipient retiring under the Traditional Pension Plan has received benefits for 12 months, an annual 3% cost-of-living adjustment is provided on the member's base benefit.</td>
</tr>
</tbody>
</table>
### Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

<table>
<thead>
<tr>
<th></th>
<th>STRS-Ohio</th>
<th>OPERS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Contribution Rates</strong></td>
<td>Employer and member contribution rates are established by the State Teachers Retirement Board and limited by Chapter 3307 of the Ohio Revised Code. Through June 30, 2015, the employer rate was 14% and the member rate was 12% of covered payroll. The statutory employer rate for fiscal 2016 and subsequent years is 14%. The statutory member contribution rate increased to 13% on July 1, 2015 and will increase to 14% on July 1, 2016.</td>
<td>Employee and member contribution rates are established by the OPERS Board and limited by Chapter 145 of the Ohio Revised Code. For 2015, 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).</td>
</tr>
<tr>
<td><strong>Measurement Date</strong></td>
<td>June 30, 2015</td>
<td>December 31, 2015</td>
</tr>
<tr>
<td><strong>Actuarial Assumptions</strong></td>
<td>Valuation Date: July 1, 2015; Actuarial Cost Method: Individual entry age; Investment Rate of Return: 7.75%; Inflation: 2.75%; Projected Salary Increases: 2.75% - 12.25%; Cost-of-Living Adjustments: 2.00% Simple</td>
<td>Valuation Date: December 31, 2015; Actuarial Cost Method: Individual entry age; Investment Rate of Return: 8.00%; Inflation: 3.75%; Projected Salary Increases: 4.25% - 10.05%; Cost-of-Living Adjustments: 3.00% Simple</td>
</tr>
<tr>
<td><strong>Mortality Rates</strong></td>
<td>RP-2000 Combined Mortality Table (Projection 2022–Scale AA) for Males and Females. Males' ages are set back two years through age 89 and no set back for age 90 and above. Females younger than age 80 are set back four years, one year set back from age 80 through 89 and no set back from age 90 and above.</td>
<td>RP-2000 mortality table projected 20 years using Projection Scale AA. For males, 105% of the combined healthy male mortality rates were used. For females, 100% of the combined healthy female mortality rates were used. The mortality rates used in evaluating disability allowances were based on the RP-2000 mortality table with no projections. For males, 120% of the disabled female mortality rates were used set forward two years. For females, 100% of the disabled female mortality rates were used.</td>
</tr>
<tr>
<td><strong>Date of Last Experience Study</strong></td>
<td>July 1, 2012</td>
<td>December 31, 2010</td>
</tr>
</tbody>
</table>
## Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

### STRS-Ohio

The 10 year expected real rate of return on pension plan investments was determined by STRS Ohio’s investment consultant by developing best estimates of expected future real rates of return for each major asset class. The target allocation and long-term expected real rate of return for each major asset class are summarized as follows:

<table>
<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>31.0%</td>
<td>8.00%</td>
</tr>
<tr>
<td>International Equity</td>
<td>26.0%</td>
<td>7.65%</td>
</tr>
<tr>
<td>Alternatives</td>
<td>14.0%</td>
<td>8.00%</td>
</tr>
<tr>
<td>Fixed Income</td>
<td>18.0%</td>
<td>5.75%</td>
</tr>
<tr>
<td>Real Estate</td>
<td>10.0%</td>
<td>6.75%</td>
</tr>
<tr>
<td>Liquidity Reserves</td>
<td>1.0%</td>
<td>3.00%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100.0%</strong></td>
<td></td>
</tr>
</tbody>
</table>

* Returns presented as geometric means

### OPERS

The long term expected rate of return on defined benefit investment assets was 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. The following table displays the Board-approved asset allocation policy for 2014 and the long-term expected real rates of return:

<table>
<thead>
<tr>
<th>Asset Class</th>
<th>Target Allocation</th>
<th>Long Term Expected Return*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed Income</td>
<td>23.0%</td>
<td>2.31%</td>
</tr>
<tr>
<td>Domestic Equity</td>
<td>20.3%</td>
<td>5.84%</td>
</tr>
<tr>
<td>Real Estate</td>
<td>10.0%</td>
<td>4.25%</td>
</tr>
<tr>
<td>Private Equity</td>
<td>10.0%</td>
<td>9.25%</td>
</tr>
<tr>
<td>International Equity</td>
<td>18.3%</td>
<td>7.40%</td>
</tr>
<tr>
<td>Other Investments</td>
<td>18.0%</td>
<td>4.35%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100.0%</strong></td>
<td></td>
</tr>
</tbody>
</table>

* Returns presented as arithmetic means

---

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Notes to Financial Statements – Years Ended June 30, 2016 and 2015
(dollars in thousands)

<table>
<thead>
<tr>
<th>STRS-Ohio</th>
<th>OPERS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Discount Rate</strong></td>
<td><strong>The discount rate used to measure the total pension liability was 7.75% as of June 30, 2015. The projection of cash flows used to determine the discount rate assumes that member and employer contributions will be made at the statutory contribution rates in accordance with the rate increases described above. For this purpose, only employer contributions that are intended to fund benefits of current plan members and their beneficiaries are included. Projected employer contributions that are intended to fund the service costs of future plan members and their beneficiaries, as well as projected contributions from future plan members, are not included. Based on those assumptions, STRS Ohio’s fiduciary net position was projected to be available to make all projected future benefit payments to current plan members as of June 30, 2015. Therefore, the long-term expected rate of return on pension plan investments of 7.75% was applied to all periods of projected benefit payments to determine the total pension liability as of June 30, 2015.</strong></td>
</tr>
<tr>
<td><strong>The discount rate used to measure the total pension liability was 8.0% for the Traditional Pension Plan, the Combined Plan and the Member-Directed Plan. The projection of cash flows used to determine the discount rate assumed that contributions from plan members and those of the contributing employers are made at the statutorily required rates. Based on those assumptions, the pension plan’s fiduciary net position was projected to be available to make all projected future benefit payments of current plan members. Therefore, the long-term expected rate of return on pension plan investments was applied to all periods of projected benefit payments to determine the total pension liability.</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sensitivity of Net Pension Liability to Changes in Discount Rate</th>
<th>1% Decrease</th>
<th>Current Rate</th>
<th>1% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>STRS-Ohio</td>
<td>(0.75%)</td>
<td>(7.25%)</td>
<td>(8.00%)</td>
</tr>
<tr>
<td>Current liability</td>
<td>1,720,329</td>
<td>1,238,470</td>
<td>830,982</td>
</tr>
<tr>
<td>OPERS</td>
<td>(7.00%)</td>
<td>(8.00%)</td>
<td>(9.00%)</td>
</tr>
<tr>
<td>Current liability</td>
<td>2,486,607</td>
<td>1,556,155</td>
<td>771,771</td>
</tr>
</tbody>
</table>

**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. Employer contributions at a rate of 9.5% and all employee contributions 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 Expense

Total pension expense for the year ended June 30, 2016, including employer contributions and accruals associated with recognition of net pension liabilities and related deferrals, is presented below.

<table>
<thead>
<tr>
<th>Employer Contributions</th>
<th>STRS-Ohio</th>
<th>OPERS</th>
<th>ARP</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>GASB 68 Accruals</td>
<td>11,006</td>
<td>100,197</td>
<td></td>
<td>111,203</td>
</tr>
<tr>
<td>Total Pension Expense</td>
<td>77,981</td>
<td>278,490</td>
<td>53,423</td>
<td>409,894</td>
</tr>
</tbody>
</table>

Total pension expense for the year ended June 30, 2015, including employer contributions and accruals associated with recognition of net pension liabilities and related deferrals, is presented below.

<table>
<thead>
<tr>
<th>Employer Contributions</th>
<th>STRS-Ohio</th>
<th>OPERS</th>
<th>ARP</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>GASB 68 Accruals</td>
<td>(15,237)</td>
<td>(19,152)</td>
<td></td>
<td>(34,389)</td>
</tr>
<tr>
<td>Total Pension Expense</td>
<td>50,501</td>
<td>151,827</td>
<td>50,598</td>
<td>252,926</td>
</tr>
</tbody>
</table>
Notes to Financial Statements – Years Ended June 30, 2016 and 2015
(dollars in thousands)

Pension expense is allocated to institutional functions on the Statement of Revenues, Expenses and Other Changes in Net Position.

Post-Retirement Health Care Benefits

STRS Ohio currently provides access to health care coverage to retirees who participated in the defined benefit or combined plans and their dependents. Coverage under the current program includes hospitalization, physicians’ fees, prescription drugs, and partial reimbursement of monthly Medicare Part B premiums. Pursuant to ORC, STRS Ohio has discretionary authority over how much, if any, of the associated health care costs will be absorbed by STRS Ohio. All benefit recipients pay a portion of the health care costs in the form of monthly premiums. Under ORC, medical costs paid from the funds of STRS Ohio are included in the employer contribution rate. For the fiscal year ended June 30, 2015, STRS Ohio made no allocation of employer contributions for post-employment health care.

OPERS currently provides post-employment health care benefits to retirees with ten or more years of qualifying service credit. These benefits are advance-funded on an actuarially determined basis and are financed through employer contributions and investment earnings. OPERS determines the amount, if any, of the associated health care costs that will be absorbed by OPERS. Under Ohio Revised Code (ORC), funding for medical costs paid from the funds of OPERS is included in the employer contribution rate. For calendar years 2015 and 2016, OPERS allocated 2.0% of the employer contribution rate to fund the health care program for retirees.

OSU Physicians Retirement Plan

Retirement benefits are provided for the employees of OSUP through a tax-sheltered 403(b) and 401(a) program administered by an insurance company. OSUP is required to make nondiscretionary contributions of no less than 7.5% under the Interim Retirement Plan; however, some subsidiaries make an additional discretionary contribution of up to 17.5%, for a range of total employer contributions of 7.5% to 25%. Employees are allowed, but not required, to make contributions to the 403(b) plan. OSUP’s share of the cost of these benefits was $3,949 and $4,397 for the years ended June 30, 2016 and 2015, respectively.

Employee contributions were $1,603 and $1,457 for the years ended June 30, 2016 and 2015.
November 4, 2016 meeting, Board of Trustees

Notes to Financial Statements – Years Ended June 30, 2016 and 2015
(dollars in thousands)

NOTE 16 — CAPITAL PROJECT COMMITMENTS

At June 30, 2016, the university is committed to future contractual obligations for capital expenditures of approximately $188,978.

These projects are funded by the following sources:

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>State appropriations</td>
<td>$33,485</td>
</tr>
<tr>
<td>Internal and other sources</td>
<td>155,493</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$188,978</strong></td>
</tr>
</tbody>
</table>

NOTE 17 — CONTINGENCIES AND RISK MANAGEMENT

The university is a party in a number of legal actions. While the final outcome cannot be determined at this time, management is of the opinion that the liability, if any, for these legal actions will not have a material adverse effect on the university’s financial position.

The university is self-insured for the Health System’s professional malpractice liability, employee health benefits, workers’ compensation and employee life, accidental death and dismemberment benefits. Additional details regarding these self-insurance arrangements are provided in Note 8. The university also carries commercial insurance policies for various property, casualty and excess liability risks. Over the past three years, settlement amounts related to these insured risks have not exceeded the university’s coverage amounts.

Under the terms of federal grants, periodic audits are required and certain costs may be questioned as not being appropriate expenditures under the terms of the grants. Such audits could lead to reimbursements to the grantor agencies. While questioned costs may occur, ultimate repayments required of the university have been infrequent in prior years.

NOTE 18 — PARKING LEASE AND CONCESSION AGREEMENT

On September 21, 2012, the university entered into a 50-year lease and concession agreement with QIC Global Infrastructure (QIC GI). CampusParc LP, a QIC GI affiliate, owns and operates the university’s parking concession on QIC GI’s behalf. Under the agreement, CampusParc operates, maintains and retains parking revenues from the university’s parking lots and garages. This agreement also regulates the parking rates that may be charged and future increases in these rates. The university received lump-sum payments totaling $483,000 from QIC GI and used the proceeds to establish endowment funds, with income distributions internally designated to support student scholarships, faculty initiatives and research, transportation and sustainability and the university arts district.

The lump-sum payment under this service concession arrangement is reported as a deferred inflow of resources and is being amortized to operating revenue over the life of the agreement. Deferred inflows related to the parking agreement were $445,439 and $455,070.
Notes to Financial Statements – Years Ended June 30, 2016 and 2015
(dollars in thousands)

at June 30, 2016 and 2015, respectively. The university reports the parking lots and garages as capital assets with a carrying amount of $124,985 and $124,947 at June 30, 2016 and 2015, respectively.

NOTE 19 – 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, 2016 and 2015 is presented below.

Condensed Combining Information – Year Ended June 30, 2016

<table>
<thead>
<tr>
<th>Condensed statements of net position:</th>
<th>OSU Foundation</th>
<th>OSU Health Plan</th>
<th>Oval Limited</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current assets</td>
<td>$47,947</td>
<td>$6,764</td>
<td>$51,449</td>
</tr>
<tr>
<td>Capital assets, net</td>
<td>3,518</td>
<td>31</td>
<td>-</td>
</tr>
<tr>
<td>Other assets</td>
<td>879,169</td>
<td>648</td>
<td>-</td>
</tr>
<tr>
<td>Amounts receivable from the university</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Deferred outflows</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total assets and deferred outflows</td>
<td>$930,634</td>
<td>$7,443</td>
<td>$51,449</td>
</tr>
<tr>
<td>Current liabilities</td>
<td>$3,881</td>
<td>$885</td>
<td>$90</td>
</tr>
<tr>
<td>Noncurrent liabilities</td>
<td>45,442</td>
<td>428</td>
<td>26,927</td>
</tr>
<tr>
<td>Amounts payable to the university</td>
<td>1,548</td>
<td>2,081</td>
<td>-</td>
</tr>
<tr>
<td>Deferred inflows</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total liabilities and deferred inflows</td>
<td>50,871</td>
<td>3,394</td>
<td>26,977</td>
</tr>
<tr>
<td>Net investment in capital assets</td>
<td>3,518</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Restricted:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nonexpendable</td>
<td>744,159</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Expendable</td>
<td>121,124</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Unrestricted</td>
<td>10,962</td>
<td>4,049</td>
<td>24,472</td>
</tr>
<tr>
<td>Total net position</td>
<td>879,763</td>
<td>4,049</td>
<td>24,472</td>
</tr>
<tr>
<td>Total liabilities, deferred inflows and net position</td>
<td>$930,634</td>
<td>$7,443</td>
<td>$51,449</td>
</tr>
</tbody>
</table>
## Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

<table>
<thead>
<tr>
<th></th>
<th>OSU Foundation</th>
<th>OSU Health Plan</th>
<th>Oval Limited</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Condensed statements of revenues, expenses</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>and changes in net position:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating revenues:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants and contracts</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>Sales and services of OSU Physicians</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other sales, services and rental income</td>
<td>1,846</td>
<td>12,138</td>
<td>759</td>
</tr>
<tr>
<td>Other operating</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total operating revenues</td>
<td>1,846</td>
<td>12,138</td>
<td>759</td>
</tr>
<tr>
<td>Operating expenses, excluding depreciation</td>
<td>22,531</td>
<td>11,581</td>
<td>152</td>
</tr>
<tr>
<td>Depreciation expense</td>
<td>247</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total operating expenses</td>
<td>22,778</td>
<td>11,581</td>
<td>152</td>
</tr>
<tr>
<td>Net operating income (loss)</td>
<td>(20,932)</td>
<td>557</td>
<td>607</td>
</tr>
<tr>
<td><strong>Non-operating revenues and expenses:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gifts for current use</td>
<td>156,737</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Net investment income (loss)</td>
<td>(12,441)</td>
<td>-</td>
<td>502</td>
</tr>
<tr>
<td>Interest expense</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other non-operating revenue (expense)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Net non-operating revenue (expense)</td>
<td>144,296</td>
<td>-</td>
<td>502</td>
</tr>
<tr>
<td><strong>Capital contributions and additions to permanent endowments:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transfers from (to) the university</td>
<td>(197,297)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Change in net position</td>
<td>1,482</td>
<td>557</td>
<td>1,109</td>
</tr>
<tr>
<td><strong>Beginning net position</strong></td>
<td>878,281</td>
<td>3,492</td>
<td>23,363</td>
</tr>
<tr>
<td><strong>Ending net position</strong></td>
<td>$ 879,763</td>
<td>$ 4,049</td>
<td>$ 24,472</td>
</tr>
</tbody>
</table>

### Condensed statements of cash flows:

Net cash provided (used) by:

<table>
<thead>
<tr>
<th></th>
<th>OSU Foundation</th>
<th>OSU Health Plan</th>
<th>Oval Limited</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating activities</td>
<td>$ (19,660)</td>
<td>$ 39</td>
<td>$ 1,198</td>
</tr>
<tr>
<td>Noncapital financing activities</td>
<td>29,991</td>
<td>1,332</td>
<td>-</td>
</tr>
<tr>
<td>Capital and related financing activities</td>
<td>10,422</td>
<td>104</td>
<td>-</td>
</tr>
<tr>
<td>Investing activities</td>
<td>(21,536)</td>
<td>(33)</td>
<td>(12,295)</td>
</tr>
<tr>
<td>Net increase (decrease) in cash</td>
<td>(783)</td>
<td>1,444</td>
<td>(11,097)</td>
</tr>
<tr>
<td><strong>Beginning cash and cash equivalents</strong></td>
<td>3,276</td>
<td>4,551</td>
<td>12,854</td>
</tr>
<tr>
<td><strong>Ending cash and cash equivalents</strong></td>
<td>$ 2,493</td>
<td>$ 5,995</td>
<td>$ 1,757</td>
</tr>
</tbody>
</table>

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Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

Condensed Combining Information – Year Ended June 30, 2015

<table>
<thead>
<tr>
<th></th>
<th>OSU Foundation</th>
<th>OSU Health Plan</th>
<th>Oval Limited</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current assets</td>
<td>$ 41,453</td>
<td>$ 5,018</td>
<td>$ 52,462</td>
</tr>
<tr>
<td>Capital assets, net</td>
<td>3,786</td>
<td>135</td>
<td>-</td>
</tr>
<tr>
<td>Other assets</td>
<td>877,051</td>
<td>637</td>
<td>-</td>
</tr>
<tr>
<td>Amounts receivable from the university</td>
<td>-</td>
<td>61</td>
<td>-</td>
</tr>
<tr>
<td>Deferred outflows</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total assets and deferred outflows</td>
<td>$ 922,270</td>
<td>$ 5,821</td>
<td>$ 52,462</td>
</tr>
<tr>
<td>Current liabilities</td>
<td>$ 17,544</td>
<td>$ 1,060</td>
<td>$ 43</td>
</tr>
<tr>
<td>Noncurrent liabilities</td>
<td>26,289</td>
<td>468</td>
<td>29,056</td>
</tr>
<tr>
<td>Amounts payable to the university</td>
<td>156</td>
<td>801</td>
<td>-</td>
</tr>
<tr>
<td>Deferred inflows</td>
<td></td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total liabilities and deferred inflows</td>
<td>43,989</td>
<td>2,329</td>
<td>29,099</td>
</tr>
<tr>
<td>Net investment in capital assets</td>
<td>3,766</td>
<td>135</td>
<td>-</td>
</tr>
<tr>
<td>Restricted</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-expendable</td>
<td>714,657</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Expendable</td>
<td>148,447</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Unrestricted</td>
<td>11,411</td>
<td>3,357</td>
<td>23,363</td>
</tr>
<tr>
<td>Total net position</td>
<td>878,281</td>
<td>3,492</td>
<td>23,363</td>
</tr>
<tr>
<td>Total liabilities, deferred inflows and net position</td>
<td>$ 922,270</td>
<td>$ 5,821</td>
<td>$ 52,462</td>
</tr>
</tbody>
</table>
### Notes to Financial Statements – Years Ended June 30, 2016 and 2015

<table>
<thead>
<tr>
<th></th>
<th>OSU Foundation</th>
<th>OSU Health Plan</th>
<th>Oval Limited</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Condensed statements of revenues, expenses</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Operating revenues:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants and contracts:</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>Sales and services of OSU Physicians</td>
<td>-</td>
<td>12,524</td>
<td>2,973</td>
</tr>
<tr>
<td>Other sales, services and rental income</td>
<td>1,633</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other operating</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td><strong>Total operating revenues</strong></td>
<td>1,633</td>
<td>12,524</td>
<td>2,973</td>
</tr>
<tr>
<td><strong>Operating expenses, excluding depreciation</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation expense</td>
<td>242</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total operating expenses</strong></td>
<td>28,557</td>
<td>12,491</td>
<td>159</td>
</tr>
<tr>
<td><strong>Net operating income (loss)</strong></td>
<td>$(26,924)</td>
<td>33</td>
<td>2,814</td>
</tr>
<tr>
<td><strong>Non-operating revenues and expenses:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gifts for current use</td>
<td>163,800</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Net investment income (loss)</td>
<td>38,487</td>
<td>-</td>
<td>551</td>
</tr>
<tr>
<td>Interest expense</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other non-operating revenue (expense)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net non-operating revenue (expense)</strong></td>
<td>202,287</td>
<td>-</td>
<td>551</td>
</tr>
<tr>
<td><strong>Capital contributions and additions to permanent endowments</strong></td>
<td>58,424</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transfers from (to) the university</td>
<td>$(189,684)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Change in net position</strong></td>
<td>44,103</td>
<td>33</td>
<td>3,365</td>
</tr>
<tr>
<td><strong>Beginning net position</strong></td>
<td>834,178</td>
<td>3,459</td>
<td>19,998</td>
</tr>
<tr>
<td><strong>Ending net position</strong></td>
<td>$ 878,281</td>
<td>$ 3,492</td>
<td>$ 23,363</td>
</tr>
</tbody>
</table>

**Condensed statements of cash flows:**

<table>
<thead>
<tr>
<th></th>
<th>OSU Foundation</th>
<th>OSU Health Plan</th>
<th>Oval Limited</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net cash provided (used) by:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating activities</td>
<td>$(19,737)</td>
<td>$ 350</td>
<td>$ 1,647</td>
</tr>
<tr>
<td>Noncapital financing activities</td>
<td>17,349</td>
<td>$ 402</td>
<td>-</td>
</tr>
<tr>
<td>Capital and related financing activities</td>
<td>1,464</td>
<td>$ 344</td>
<td>-</td>
</tr>
<tr>
<td>Investing activities</td>
<td>516</td>
<td>(14)</td>
<td>2</td>
</tr>
<tr>
<td><strong>Net increase (decrease) in cash</strong></td>
<td>$(408)</td>
<td>1,082</td>
<td>1,649</td>
</tr>
<tr>
<td><strong>Beginning cash and cash equivalents</strong></td>
<td>3,684</td>
<td>3,469</td>
<td>11,205</td>
</tr>
<tr>
<td><strong>Ending cash and cash equivalents</strong></td>
<td>$ 3,276</td>
<td>$ 4,551</td>
<td>$ 12,854</td>
</tr>
</tbody>
</table>
November 4, 2016 meeting, Board of Trustees

Notes to Financial Statements – Years Ended June 30, 2016 and 2015
(dollars in thousands)

NOTE 20 – 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, 2016 and 2015 is presented below.

Condensed Combining Information – Year Ended June 30, 2016

<table>
<thead>
<tr>
<th></th>
<th>Physicians</th>
<th>Campus Partners</th>
<th>Transportation Center</th>
<th>Dental Faculty Practice Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Condensed statements of net position:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current assets</td>
<td>$131,333</td>
<td>$21,589</td>
<td>$9,029</td>
<td>$1,769</td>
</tr>
<tr>
<td>Capital assets, net</td>
<td>24,297</td>
<td>92,373</td>
<td>1,250</td>
<td>44</td>
</tr>
<tr>
<td>Other assets</td>
<td>5,299</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Amounts receivable from the university</td>
<td>15,481</td>
<td>-</td>
<td>3,670</td>
<td>-</td>
</tr>
<tr>
<td>Deferred outflows</td>
<td>-</td>
<td>-</td>
<td>124</td>
<td>-</td>
</tr>
<tr>
<td>Total assets and deferred outflows</td>
<td>$176,320</td>
<td>$103,972</td>
<td>$14,073</td>
<td>$1,413</td>
</tr>
<tr>
<td>Current liabilities</td>
<td>$14,365</td>
<td>$31,413</td>
<td>$3,441</td>
<td>$19</td>
</tr>
<tr>
<td>Noncurrent liabilities</td>
<td>15,340</td>
<td>-</td>
<td>366</td>
<td>-</td>
</tr>
<tr>
<td>Amounts payable to the university</td>
<td>23,770</td>
<td>70,884</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Deferred inflows</td>
<td>-</td>
<td>-</td>
<td>7</td>
<td>-</td>
</tr>
<tr>
<td>Total liabilities and deferred inflows</td>
<td>$53,275</td>
<td>$102,297</td>
<td>$3,814</td>
<td>$26</td>
</tr>
<tr>
<td>Net investment in capital assets</td>
<td>6,444</td>
<td>92,373</td>
<td>1,251</td>
<td>-</td>
</tr>
<tr>
<td>Restricted:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nonendowment</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Endowment</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Unrestricted</td>
<td>116,601</td>
<td>(80,698)</td>
<td>9,008</td>
<td>1,400</td>
</tr>
<tr>
<td>Total net position</td>
<td>$123,045</td>
<td>1,675</td>
<td>10,259</td>
<td>1,400</td>
</tr>
<tr>
<td>Total liabilities, deferred inflows and net position</td>
<td>$176,320</td>
<td>$103,972</td>
<td>$14,073</td>
<td>$1,413</td>
</tr>
</tbody>
</table>
### Notes to Financial Statements – Years Ended June 30, 2016 and 2015
(dollars in thousands)

#### Condensed statements of revenues, expenses, and changes in net position:

<table>
<thead>
<tr>
<th></th>
<th>OSU Physicians</th>
<th>Census Partners</th>
<th>Transportation Research Center</th>
<th>Dental Faculty Practice Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating revenues:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants and contracts</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Sales and services of OSU Physicians</td>
<td>$487,429</td>
<td>$8,498</td>
<td>$44,456</td>
<td>$</td>
</tr>
<tr>
<td>Other sales, services and rental income</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Other operating</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Total operating revenues</td>
<td>$487,429</td>
<td>$8,498</td>
<td>$44,456</td>
<td>$8,758</td>
</tr>
<tr>
<td>Operating expenses, excluding depreciation</td>
<td>$441,333</td>
<td>$9,816</td>
<td>$44,052</td>
<td>$5,452</td>
</tr>
<tr>
<td>Depreciation expense</td>
<td>$3,226</td>
<td>$1,021</td>
<td>$242</td>
<td>$36</td>
</tr>
<tr>
<td>Total operating expenses</td>
<td>$445,559</td>
<td>$10,837</td>
<td>$44,294</td>
<td>$5,488</td>
</tr>
<tr>
<td>Net operating income (loss)</td>
<td>$41,770</td>
<td>$(3,339)</td>
<td>$162</td>
<td>$3,270</td>
</tr>
</tbody>
</table>

#### Nonoperating revenues and expenses:

|                      |                |                 |                               |                            |
| Gifts for current use | $              | $               | $                             | $                          |
| Net investment income (loss) | $76 | $(91) | $(154) | $                           |
| Interest expense      | $(995)         | $(1,213)        | $                             | $                          |
| Other non-operating revenue (expense) | $(9,422) | $4,044 | $                            | $(3,172)                    |
| Net non-operating revenue (expense) | $(9,741) | $2,738 | $(154) | $(3,172)                    |

#### Capital contributions and additions to permanent endowments:

|                      | $              |                 | $                             | $                          |
| Change in net position | $32,029 | $3,388 | $8 | $98                          |

Beginning net position, as previously reported

$91,036  $(1,719)  $10,251  $1,302

Ending net position

$123,045  $1,675  $10,259  $1,400

#### Condensed statements of cash flows:

Net cash provided (used) by:

| Operating activities | $28,792 | $20,882 | $(374) | $3,276 |
| Noncapital financing activities | $(9,422) | $15,283 | $(206) | $(3,172) |
| Capital and related financing activities | $(3,703) | $(42,232) | $(977) | $(34) |
| Investing activities | $(4,079) | $(911)  | $(154) | 70 |
| Net increase (decrease) in cash | $11,588 | $(158)  | $(1,199) | 70 |

Beginning cash and cash equivalents

$68,107  $6,334  $2,139  $324

Ending cash and cash equivalents

$79,695  $5,176  $940  $394

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Notes to Financial Statements – Years Ended June 30, 2016 and 2015
(dollars in thousands)

As discussed in Note 1, the condensed combining financial information for the year ended June 30, 2015 have been revised to correct for immaterial errors relating to a misclassification of certain transactions between the primary institution and aggregate discretely presented component units as presented in the statement of revenues, expenses and other changes in net position and the statement cash flows.

Condensed Combining Information – Year Ended June 30, 2015

<table>
<thead>
<tr>
<th>DSU</th>
<th>Physicians</th>
<th>Campus</th>
<th>Partners</th>
<th>Transportation</th>
<th>Research Center</th>
<th>Dental Faculty</th>
<th>Practice Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$118,069</td>
<td>$10,140</td>
<td>$8,991</td>
<td>$1,288</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital assets, net</td>
<td>$26,139</td>
<td>$53,177</td>
<td>$515</td>
<td>79</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other assets</td>
<td>$736</td>
<td>$1,417</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amounts receivable from the university</td>
<td>$30,534</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deferred outflows</td>
<td></td>
<td>$48</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total assets and deferred outflows</td>
<td>$155,478</td>
<td>$94,734</td>
<td>$33,922</td>
<td>$1,347</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current liabilities</td>
<td>$15,243</td>
<td>$3,013</td>
<td>$2,970</td>
<td>$45</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Noncurrent liabilities</td>
<td>$16,277</td>
<td></td>
<td>$286</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amounts payable to the university</td>
<td>$32,942</td>
<td>$63,434</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deferred inflows</td>
<td></td>
<td>$5</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total liabilities and deferred inflows</td>
<td>$64,462</td>
<td>$66,447</td>
<td>$3,271</td>
<td>$45</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net investment in capital assets</td>
<td>$2,768</td>
<td>$53,177</td>
<td>$515</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restricted:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nonexpended</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expendable</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>$88,248</td>
<td>$(54,990)</td>
<td>$9,736</td>
<td>$1,302</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total net position</td>
<td>$91,036</td>
<td>$(1,713)</td>
<td>$10,251</td>
<td>$1,302</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total liabilities, deferred inflows and net position</td>
<td>$155,478</td>
<td>$94,734</td>
<td>$33,922</td>
<td>$1,347</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Notes to Financial Statements – Years Ended June 30, 2016 and 2015
(dollars in thousands)

Concentrated statements of revenues, expenses, and changes in net position:

Operating revenues:
- Grants and contracts $ 405,620 $ - $ 32,245 $ 36,370 $ - $ -
- Sales and services of OSU Physicians - - - - - -
- Other sales, services, and rental income - - - - - -
- Other operating - - - - - -
- Total operating revenues $ 405,620 $ 32,245 $ 36,370 $ 8,693 $ - $ -

Operating expenses, including depreciation:
- Depreciation expense $ 368,158 $ 7,938 $ 26,844 $ 3,446 $ - $ -
- Total operating expenses $ 405,620 $ 32,245 $ 36,370 $ 8,693 $ - $ -

Net operating income (loss) $ 77,222 $ 2,086 $ 5,000 $ 3,377 $ 2,832 $ 3,293

Non-operating revenues and expenses:
- Net investment income (loss) $ 47 $ - $ 316 $ - $ - $ -
- Interest expense - $ 477 $ - $ - $ - $ -
- Other non-operating revenue (expense) $ (9,240) $ (607) $ - $ 13,102 $ - $ -
- Net non-operating revenue (expense) $ (9,193) $ (644) $ - $ (10,025) $ 2,832 $ 3,121

Capital contributions and additions to permanent endowment:
- Change in net position $ 8,582 $ 2,079 $ 316 $ 30 $ - $ -

Beginning net position, as previously reported $ 82,814 $ (1,792) $ 10,888 $ 1,272 $ - $ -

Cumulative effect of accounting change - $ (263) $ - $ - $ - $ -

Ending net position $ 91,016 $ (1,715) $ 10,213 $ 3,002 $ - $ -

Concentrated statements of cash flows:

Net cash provided by:

Operating activities $ 19,131 $ 5,410 $ 466 $ 3,219 $ - $ -

Non-capital financing activities $ 488 $ 3,191 $ (1,557) $ (3,182) $ - $ -

Capital and related financing activities $ (1,612) $ (3,140) $ (168) $ - $ - $ -

Investing activities $ 2,424 $ - $ 138 $ (26) $ - $ -

Net increase (decrease) in cash $ 16,666 $ 3,451 $ (1,283) $ 53 $ - $ -

Beginning cash and cash equivalents $ 31,441 $ 2,679 $ 3,424 $ 315 $ - $ -

Ending cash and cash equivalents $ 48,107 $ 6,134 $ 2,138 $ 824 $ - $ -

NOTE 21 – 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.
Notes to Financial Statements – Years Ended June 30, 2016 and 2015

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 $172,002 and $168,411 for the years ended June 30, 2016 and 2015, 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, 2016 and 2015 is as follows:
### Notes to Financial Statements – Years Ended June 30, 2016 and 2015

(dollars in thousands)

#### Segment Disclosure Information – Year Ended June 30, 2016 and June 30, 2015

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Condensed Statement of Net Position</strong>&lt;br&gt;Assets and deferred outflows:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current assets</td>
<td>$24,926</td>
<td>$23,979</td>
</tr>
<tr>
<td>Capital assets</td>
<td>728,836</td>
<td>617,306</td>
</tr>
<tr>
<td>Other assets</td>
<td>35,464</td>
<td>165,038</td>
</tr>
<tr>
<td>Amounts receivable from the university</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deferred outflows</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total assets and deferred outflows</td>
<td>$799,226</td>
<td>$806,323</td>
</tr>
<tr>
<td>Liabilities and deferred inflows:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current liabilities</td>
<td>$6,943</td>
<td>$5,734</td>
</tr>
<tr>
<td>Non current liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amounts payable to the university</td>
<td>784,135</td>
<td>800,191</td>
</tr>
<tr>
<td>Deferred inflows</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total liabilities and deferred inflows</td>
<td>791,078</td>
<td>805,925</td>
</tr>
<tr>
<td><strong>Net position</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net investment in capital assets</td>
<td>(19,835)</td>
<td>(17,847)</td>
</tr>
<tr>
<td>Restricted:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nonsendable</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exempted</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>17,983</td>
<td>18,245</td>
</tr>
<tr>
<td>Total net position</td>
<td>(1,852)</td>
<td>(398)</td>
</tr>
<tr>
<td>Total liabilities, deferred inflows and net position</td>
<td>$789,226</td>
<td>$806,323</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Condensed Statement of Revenues, Expenses, and Changes in Net Position</strong>&lt;br&gt;Special purpose pledged revenues – operating</td>
<td>$172,002</td>
<td>$168,411</td>
</tr>
<tr>
<td>Operating expenses, excluding depreciation</td>
<td>(121,382)</td>
<td>(124,522)</td>
</tr>
<tr>
<td>Depreciation expense</td>
<td>(28,110)</td>
<td>(22,295)</td>
</tr>
<tr>
<td>Operating income</td>
<td>22,712</td>
<td>20,694</td>
</tr>
<tr>
<td>Nonoperating revenues, net</td>
<td>(33,328)</td>
<td>(26,956)</td>
</tr>
<tr>
<td>Net income (loss) before transfers</td>
<td>(10,616)</td>
<td>(6,272)</td>
</tr>
<tr>
<td>Transfers from (to) other university units, net</td>
<td>8,366</td>
<td>44,221</td>
</tr>
<tr>
<td>Increase (decrease) in net position</td>
<td>(2,250)</td>
<td>37,349</td>
</tr>
<tr>
<td>Beginning net position</td>
<td>398</td>
<td>(147,552)</td>
</tr>
<tr>
<td>Ending net position</td>
<td>(1,852)</td>
<td>(398)</td>
</tr>
<tr>
<td></td>
<td>$</td>
<td>$</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Condensed Statement of Cash Flows</strong>&lt;br&gt;Net cash provided (used) by:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating activities</td>
<td>$402,744</td>
<td>$39,317</td>
</tr>
<tr>
<td>Noncapital financing activities</td>
<td>(531,575)</td>
<td>(183,948)</td>
</tr>
<tr>
<td>Capital and related financing activities</td>
<td>95</td>
<td>97</td>
</tr>
<tr>
<td>Investing activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net increase (decrease) in cash</td>
<td>(128,736)</td>
<td>(144,534)</td>
</tr>
<tr>
<td>Beginning cash and cash equivalents</td>
<td>187,978</td>
<td>332,512</td>
</tr>
<tr>
<td>Ending cash and cash equivalents</td>
<td>$ 59,242</td>
<td>$187,978</td>
</tr>
</tbody>
</table>

2016 Financial Report 85
The Ohio State University
Required Supplementary Information on GASB 68 Pension Liabilities
Year Ended June 30, 2016

The schedule of the university’s proportionate shares of STRS-Ohio and OPERS net pension liabilities are presented below:

<table>
<thead>
<tr>
<th>(dollars in thousands)</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>University’s proportionate share of the net pension liability</td>
<td>4.5%</td>
<td>9.0%</td>
</tr>
<tr>
<td>University’s proportionate share of the net pension liability</td>
<td>$1,238,470</td>
<td>$1,556,155</td>
</tr>
<tr>
<td>University’s covered payroll</td>
<td>$388,309</td>
<td>$1,236,914</td>
</tr>
<tr>
<td>University’s proportionate share of the net pension liability as a percentage of its covered payroll</td>
<td>319%</td>
<td>126%</td>
</tr>
<tr>
<td>Plan fiduciary net position as a percentage of the total pension liability</td>
<td>72.1%</td>
<td>81.2%</td>
</tr>
</tbody>
</table>

The schedule of the university’s contributions to STRS-Ohio and OPERS are presented below:

<table>
<thead>
<tr>
<th>(dollars in thousands)</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contractually required contribution</td>
<td>$66,675</td>
<td>$178,293</td>
</tr>
<tr>
<td>Contributions in relation to the contractually required contribution</td>
<td>$66,675</td>
<td>$178,293</td>
</tr>
<tr>
<td>Contribution deficiency (excess)</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>University’s covered payroll</td>
<td>$392,797</td>
<td>$1,260,366</td>
</tr>
<tr>
<td>Contributions as a percentage of covered payroll</td>
<td>17.1%</td>
<td>14.1%</td>
</tr>
</tbody>
</table>
The Ohio State University
Other Information on the Long-Term Investment Pool
Year Ended June 30, 2016

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 2016, 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 -- decreased $43 million, to $3.62 billion at June 30, 2016. Long-Term Investment Pool activity for 2016 is summarized below.

<table>
<thead>
<tr>
<th>Long-Term Investment Pool Activity (in thousands)</th>
<th>Gifted Endowments</th>
<th>Quasi-Endowments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>University</td>
<td>Foundation</td>
</tr>
<tr>
<td>Balance at June 30, 2015</td>
<td>$1,047,985</td>
<td>$757,158</td>
</tr>
<tr>
<td>Net Principal Additions (Withdrawals)</td>
<td>6,576</td>
<td>65,200</td>
</tr>
<tr>
<td>Change in Fair Value</td>
<td>(26,332)</td>
<td>(26,205)</td>
</tr>
<tr>
<td>Income Earned</td>
<td>19,640</td>
<td>14,710</td>
</tr>
<tr>
<td>Distributions</td>
<td>(40,196)</td>
<td>(30,000)</td>
</tr>
<tr>
<td>Expenses</td>
<td>(20,904)</td>
<td>(15,325)</td>
</tr>
<tr>
<td>Balance at June 30, 2016</td>
<td>$977,673</td>
<td>$733,332</td>
</tr>
</tbody>
</table>

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, 2016. Income earned includes interest and dividends and is used primarily to fund distributions. Expenses include investment management expenses ($57 million), University Development related expenses ($16 million) and other investment related expenses ($1 million).

Investment Returns and Expenses:

The investment return for the Long-Term Investment Pool was -3.4% for fiscal year 2016. The annualized investment returns for the three-year and five-year periods were 4.7% and 5.0%, 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 $57 million of investment management expenses, which reduced the pool...
by 1.6% in fiscal year 2016, the $16 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: controller.osu.edu/acc/endow-home.shtml (click on the “Endowment Descriptions and Balances” link).
Report of Independent Auditors on Internal Control over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with Government Auditing Standards

To the Board of Trustees of The Ohio State University, Columbus, Ohio:

We have audited, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in Government Auditing Standards issued by the Comptroller General of the United States, the financial statements of the primary institution and of the aggregate discretely presented component units of The Ohio State University (the "University"), a component unit of the State of Ohio, as of and for the year ended June 30, 2016, appearing on pages 20 to 85, which consist of the statement of net position, the related statements of revenues, expenses and other changes in net position and of cash flows, and the related notes to the financial statements, which collectively comprise the University’s basic financial statements, and have issued our report thereon dated October XX, 2016.

Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered the University’s internal control over financial reporting ("internal control") to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the University’s internal control. Accordingly, we do not express an opinion on the effectiveness of the University’s internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A material weakness is a deficiency, or a combination of deficiencies, in internal control such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A significant deficiency is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the University’s basic financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we
PwC

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.

October XX, 2016
Acknowledgements

The 2016 Financial Report and the included financial statements are prepared by the staff of the Office of the Controller.

Erica N. Armstrong  Lisa A. Plaga
Natalie H. Darner  Patricia M. Privette
Christopher Davis  Wei Qu
Thomas F. Ewing  Dawn M. Romie
Rachel R. Ford  Julie L. Saunders
Robert L. Hupp, II  Alexander M. Stansell
Gary L. Leimbach  Timothy A. Thibodeau
John C. Lister  Christopher R. Wagner
Michelle M. McMahon  Mary J. Wehner

Geoffrey S. Chatas - Senior Vice President and Chief Financial Officer
Kristine G. Devine – Vice President for Operations and Deputy CFO
The expiration date of each trustee's term is given in parentheses.

Alex M. Shumate – Chair, Gahanna (2020)
Michael J. Gasser – Vice Chair, Columbus (2021)
Linda S. Kass, Bexley (2017)
Janet B. Reid, Cincinnati (2018)
W. G. Jurgensen, Columbus (2018)
Clark C. Kellogg, Westerville (2019)
Jeffrey Wadsworth, Upper Arlington (2019)
Timothy P. Smucker, Orrville (2020)
Cheryl L. Krueger, New Albany (2021)
Brent R. Porteus, Coshocton County (2022)
Erin P. Hoeflinger, Springboro (2022)
Alex R. Fischer, Columbus (2023)
Abigail S. Wexner, New Albany (2023)
Hiroyuki Fujita, Pepper Pike (2024)
Alan VanderMolen – Charter Trustee, Chicago, IL (2017)
James D. Kingbeil – Charter Trustee, San Francisco, CA (2018)
Halie M. Vilagi – Student Member, Amherst (2017)
Lydia A. Lancaster - Student Member, Columbus (2018)
J. Blake Thompson, Upper Arlington - Secretary
BACKGROUND

\textit{Submitted:} Bruce McPheron, Executive Vice President and Provost

Dr. Wondwossten Gebreyes, Executive Director - Global One Health Initiative, Hazel C. Youngberg Distinguished Professor, Office of International Affairs

\textit{Purpose, Goals, and Objectives:} The Ohio State University (OSU) has been awarded a significant grant from the U.S. Centers for Disease Control and Prevention (CDC), providing a unique opportunity to become a true leader in the prevention, management, and control of infectious diseases in global populations. A condition of the grant award is that the University establish a formal presence in the country of Ethiopia, where the research will be centered, and the country requires that such operations be registered as an officially recognized non-governmental organization. In seeking to accommodate the grant requirements, consideration was given to the possible use of other affiliates or structures for this purpose, but were rejected due to other grant restrictions, legal and regulatory issues, or a combination thereof. This proposed affiliated entity is substantially similar in structure to that which was approved by the Board of Trustees in 2011 for the grant-funded iAgri project in Tanzania.

The Global One Health project grant was awarded to The Ohio State University in a Cooperative Agreement signed on April 14, 2016. The amount of the award was for $4.65 million from Federal sources over five years, with the possibility of an award increase after the first year to a total award of $9.3 million. One portion of the awarded funding will be expended directly by OSU’s project management unit (PMU) in Addis Ababa, Ethiopia. The Project Director, OSU Professor, Dr. Wondwossten Gebreyes, will supervise the administration of the PMU by a Project/Office Director and a Program Manager, both of whom will be residing and working in Ethiopia.

The goal of the proposed affiliate is to serve as a conduit to channel project funds for the implementation of this CDC-funded project, originally named: “Global Health Security Partner Engagement: Expanding Efforts and Strategies to Protect and Improve Public Health Globally.” This project has now been re-titled as the “Ohio State Global One Health Program” (Global One Health). In order to manage funds locally and maintain compliance with Ethiopian laws and regulations, the Global One Health project management unit in Ethiopia will engage a local law firm, which comes highly recommended by highly reputable law firms in the U.S. and U.K., and has been interviewed by Dr. Gebreyes and other university representatives. Pursuant to requirements of the CDC, the Global One Health affiliated entity will need to register as a non-governmental organization in Ethiopia, and may be subject to periodic audit by the government, for which it will also engage an accounting firm in Addis Ababa, Ethiopia.

PROJECT DESCRIPTION

\textit{Background:} Emerging infectious diseases represent major threats to global security, economic development, and human and animal health. Over 70% of emerging infectious diseases today are zoonotic and developing regions - particularly sub-Saharan Africa and Asia - are recognized as hotspots of newly emerging zoonotic microbes and multi-drug resistant bacteria. Humans at any part of the world are at risk of disease through close proximity with animals, insect vectors, international travel; food and animal importation, etc. as demonstrated by the abrupt emergence of Ebola in West Africa in 2014 and severe acute respiratory syndrome (SARS) in Vietnam and southern China in 2002 and subsequent occurrence in North America. More recent examples include the Zika virus and the spread of the Middle Eastern Respiratory Syndrome (MERS), a zoonotic viral disease with a high mortality rate originally recognized in camels in Saudi Arabia, an outbreak of which was recently experienced in South Korea. The underlying drivers of zoonotic disease emergence and spread result from an evolving complex of biological, genetic,
Goals/Objectives: The Global Health Security Agenda (GHSA) was mandated by President Obama, and pursues a multilateral and multi-sectoral approach to strengthen both the global capacity and nation’s capacity to prevent, detect, and respond to human and animal infectious disease threats, whether naturally occurring or accidentally or deliberately spread. The Ohio State University was selected by the CDC to implement global health security in Ethiopia in two priority areas: (1) zoonotic diseases, and (2) antimicrobial resistance. The overarching goal of the Ohio State Global One Health Program is to develop an effective, systems-based and sustainable approach for early detection, prevention, and control of zoonotic and multi-drug resistant infections.

Year One Deliverables:

1. Establish Ohio State’s independent physical presence in Ethiopia, and strengthen administrative capabilities and logistical support system as required by the Cooperative Agreement with the CDC, to ensure sustainable implementation of the program;

2. Develop an antimicrobial resistance (AMR) surveillance plan and five-year roadmap to address AMR. This plan will build on the Ethiopian national strategic plan to use the One Health approach, integrating research efforts investigating resistant foodborne pathogens in humans (in hospitals and communities), food animals, and products;

3. Develop a sero-surveillance plan and collaborate to establish an Ethiopian national roadmap for the prevention and control of the zoonotic disease Brucellosis; and

4. Implement control and prevention measures for the selected prototype zoonotic disease of Rabies. Conduct a pilot dog population survey and perform a mass Rabies vaccination in at least three locations in Ethiopia.

Long-Term Benefits of the Global One Health Program:

1. Institutional Collaboration.
   a. Research opportunities with colleagues at the Ethiopian Public Health Institute (EPHI), Addis Ababa University, and the University of Gonder;
   b. Interdisciplinary training opportunities for students and graduate fellows
   c. Thematic Working Groups/Stakeholder Working Groups

2. Graduate Degree Training. The goal of Global One Health’s long-term training component is to boost the research, teaching, and outreach capacity of the Ethiopian healthcare workforce by preventing the occurrence of diseases that could reach the United States. Training needs that are jointly developed address cross-cutting themes including zoonotic diseases, food safety, and antimicrobial resistance, are of global significance. Through reciprocal service learning programs, this will also benefit Ohio State professional and graduate students who will be engaged in short-term clinical, research and outreach activities;
3. Establish Global Cooperation through Higher Education. To bring a diversity of perspectives, the Global One Health Program will enlist a number of universities in sub-Saharan Africa, to collaborate in research and training. This will be facilitated also due to the fact that Ethiopia is the home of the African Union headquarters. OSU faculty members will assist in supervising the research projects of trainees and will participate in curriculum development, teaching of short courses and workshops, and other capacity-building activities in Ethiopia while making grass roots impacts.

PROGRAM MANAGEMENT

Management Approach: Program management is structured to address key capacity building objectives and to collaborate with Ethiopian stakeholders (Addis Ababa University, Gondar University, and Ethiopian Public Health Institute) and with the CDC/Ethiopia.

The Management Entity (ME): The Office of International Affairs (OIA) will serve as the ME, overseeing all aspects of project implementation, performance and reporting. The OIA is an administrative unit attached to the Office of the Provost at The Ohio State University. The core ME team includes the Executive Director of the Global One Health Initiative, who serves as the Administrative PI for the university, the Project Manager, a Training Coordinator and Financial Manager. As the Global One Health Program ME, OIA/OSU will be responsible for overall management of the Cooperative Agreement with the CDC, including financial reporting and oversight in collaboration with OSU Office of Sponsored Programs, issuance and management of sub-awards, preparation of annual budgets for CDC approval, and preparing and submitting semi-annual and annual reports and work plans. The ME will also serve as the communications hub between OSU partners and the PMU.

Project Management Unit (PMU): The PMU will be an integrated unit located in Ethiopia consisting of a Project/Office Director, Program Manager, and professional legal and accounting services engaged locally in Addis Ababa, Ethiopia. The in-country Office/Project Director (PD) is the point of contact for the OSU/ME and the CDC within the PMU. The PD is Dr. Getnet Yimer, M.D., Ph.D, currently Associate Professor and Director of Research and Technology Transfer at Addis Ababa University, who will be hired by the affiliate in Ethiopia for a projected five years. He will have the responsibility and authority to manage the collaborative research and training program and budget and to represent the ME in any forum in Ethiopia.

Subcontracts: The budgets provide funding in the ME and PMU lines for post-award subcontracts. Subcontracts for office space, personnel, research, and training activities at Global One Health will be funded through a subcontract from the ME. Student stipends for service learning activities and faculty collaborative commitment will be funded through payment by the ME, either directly or through the PMU.

Proposed Organization: The creation of an Ohio limited liability company that will register to conduct business in Ethiopia (Ohio State Global One Health, LLC). The company will be a wholly owned subsidiary of OSU Global Gateways, LLC, an Ohio nonprofit limited liability company. The Ohio State University is the sole owner/member of OSU Global Gateways, LLC.
November 4, 2016 meeting, Board of Trustees

Existing Board of Directors for OSU Global Gateways, LLC
- Bruce McPheron, Executive VP and Provost
- Geoffrey S. Chatas, Senior VP for Business & Finance and CFO
- Christopher M. Culley, Senior VP for Global Strategies
- TBA, Vice Provost for Global Strategies and International Affairs

5 year projected budget: The budget below is baseline and does not consider any additional potential funding through the Cooperative Agreement.

<table>
<thead>
<tr>
<th>Line Item</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
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<tr>
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<td>$4,650,000</td>
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Risk Assessment: The purpose for creation of the affiliated entity is to meet the requirement of the CDC to have a permanent presence in Ethiopia for the duration of the project. No obligations will be incurred by the company absent award of the grant funding from the CDC. The existence of the company will coincide with term of the grant and the obligations undertaken therein. Upon expiration or termination of the grant, the company will be dissolved in accordance with the sun setting provisions in the University’s Policy on Affiliated Entities. Grant funds will be transferred to the Ethiopian bank account of the company only in support of grant expenditures approved through the University Office of Sponsored Programs (OSP). Dr. Gebreyes is working with OIA fiscal, OSP and the Office of the Controller to establish appropriate financial controls.
BACKGROUND

TOPICS: Football and Men’s Basketball Ticket Prices

CONTEXT: The Ohio State University Department of Athletics continues to be one of only 18 self-sustaining athletic programs across the nation. Currently, the Department of Athletics funds more than 1,100 student-athletes in successful endeavors of academic achievement and athletics competitions, with a Graduation Success Rate of 89 percent. Yearly, the Department of Athletics contributes more than $30 million back to the institution’s academic mission. Funds generated from ticket sales are used to sustain the scholarships for over 625 student-athletes.

The Department of Athletics first began using differentiated pricing for football and men’s basketball games in 2013, by designating ‘premier’ games to better align pricing to market value for high-profile/high-demand games. Beginning with the 2016 football season, the department fully adopted a variable pricing model for all individual game tickets, created a 15% discount for public season ticket purchasers, and retained the 20% discount for faculty & staff season ticket purchasers. These pricing strategies have been successful in regards to maintaining high demand for tickets, and also in positive feedback received from fans regarding the variable pricing for games. The Athletic Council and University administrators recommend continuation of these pricing guidelines.

Given the success of the pricing strategies for football, and based on feedback gathered from fans relative to pricing for men’s basketball games, the Athletic Council and University administrators recommend moving to an expanded variable ticket pricing model for men’s basketball tickets. This pricing model will provide a more fluid pricing structure to align to market demands, offer significantly more choice for ticket purchasers, establish a 12% discount for public season ticket purchasers, and maintain the 20% discount for faculty & staff season ticket purchasers.

RECOMMENDATION:

For Football tickets:

• Assign the individual game and season ticket pricing for the 2017 football season as indicated in the attached table.

For Men’s Basketball tickets:

• Price the individual games according to non-conference or conference categorization, and retain the option to designate up to five total home games as a premier price category.
• Expand the current configuration of two price zones to four price zones by rescaling certain upper level seats currently in price zone 2 to new price zones 3 and 4 respectively.
• Assign the individual game and season ticket pricing for the 2017-2018 men’s basketball season as indicated in the attached table.

CONSIDERATIONS:

Football Tickets:

• Variable ticket pricing is widely in use by other Big Ten institutions and various athletic programs across the country, provides better access and affordability
for fans, and has been successful at Ohio State since introduced for the 2013 season.

- Athletic Council utilizes a tiered pricing methodology as an administrative tool when establishing variable ticket pricing for individual games, with regular review of the structure and pricing methodologies.
- The current public season ticket discount of approximately 15% off the aggregate total price of the individual game tickets will remain.
- The current faculty and staff season ticket discount of approximately 20% off the aggregate total price of the individual game tickets will remain.
- The current student ticket price of $34 per game will not change, and will be maintained through at least the 2020 season.
- The schedule for the 2017 season designates Army and UNLV as Tier 1 pricing; Maryland and Illinois as Tier 2 pricing; Penn State as Tier 3 pricing; and Oklahoma and Michigan State as Tier 4 pricing.

<table>
<thead>
<tr>
<th>Opponent</th>
<th>Reserved</th>
<th>Box/Club</th>
<th>Faculty / Staff</th>
<th>Student</th>
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<td>Army</td>
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<td>UNLV</td>
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<td>Penn State</td>
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<td>Michigan State</td>
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<td>Illinois</td>
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<td>Season Ticket</td>
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<td>$238</td>
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</table>

Men's Basketball Tickets:

- The single game ticket prices have not increased since the 2013-14 season.
- Variable ticket pricing is widely in use by other Big Ten institutions and various athletic programs across the country, provides better access and affordability for fans, and has been successful at Ohio State since introduced for the 2013-2014 season.
- A season ticket discount will be established for public season ticket holders of approximately 12% off the aggregate total price of the individual game tickets.
- The current faculty and staff season ticket discount of approximately 20% off the aggregate total price of the individual game tickets will remain.
- The current student ticket prices will not change and are not subject to premier game pricing.
- Premier games for previous seasons have been designated as follows:
  - 2014-2015 season: Marquette, Michigan and Wisconsin
  - 2015-2016 season: Virginia, Maryland and Michigan State
  - 2016-2017 season: Connecticut, Michigan State, Wisconsin and Indiana
- The schedule for the 2017-2018 season has not yet been determined.
REQUESTED OF FINANCE COMMITTEE: Approval

<table>
<thead>
<tr>
<th>Opponent Category</th>
<th>PSL &amp; Club Level</th>
<th>Public Zone 1</th>
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<th>Public Zone 3</th>
<th>Public Zone 4</th>
<th>Fac/Staff Zone 1</th>
<th>Fac/Staff Zone 2</th>
<th>Fac/Staff Zone 3</th>
<th>Student</th>
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<td>$278</td>
<td>$253</td>
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</table>
November 4, 2016 meeting, Board of Trustees

APPENDIX XXVII

Project Data Sheet for Board of Trustees Approval

Vet Hospital – Simulation Lab
CSU-160770 (CNII# 16020036)
Project Location: Veterinary Hospital

- approval requested and amount
  professional services $0.7M
- project budget
  construction w/contingency $0.6M
  professional services $0.1M
  total project budget $7.6M
- project funding
  ☑ university start
  ☑ development funds
  ☑ university funds
  ☑ auxiliary funds
  ☑ state funds
- project schedule
  B/T professional services approval 11/10
  design/fitting 12/10 – 08/11
  construction 09/11 – 08/12
- project delivery method
  ☑ general contracting
  ☑ design/build
  ☑ construction manager at risk
- planning framework
  - this project is included in the FY 2017 Capital Improvement Plan
  - study was completed in September 2016 to identify location, cost and program requirements
- project scope
  - the project will add a two-story space with one floor built-out for clinical skills lab and one floor for future shell space for a total of 16,000 gsf.
  - this project will provide dedicated space/resources to host small animal simulation offerings as well as a place to experiment with new programs that will improve the quality of academic teaching
- approval requested
  - approval is requested to enter professional services contracts

- project team
  University project manager: Paul Lenz
  AIA design architect: TAA

Office of Administration and Planning November 2016
Project Data Sheet for Board of Trustees Approval
Bricker – HVAC Repair and Replacements
OSU-150011 (CNI# 14000394)
Project Location: Bricker Hall

- approval requested and amount
  professional services/construction $5.2M
- project budget
  construction w/contingency $4.6M
  professional services $0.6M
  total project budget $5.2M
- project funding
  ☐ university debt
  ☐ development funds
  ☑ university funds
  ☐ auxiliary funds
  ☐ state funds
- project schedule
  R&D proposal/feasibility 11/10
  design/bidding 08/15 - 04/17
  construction 05/17 - 12/17
- project delivery method
  ☐ general contracting
  ☐ design/build
  ☐ construction manager at risk
- planning framework
  ☑ approval for the project was included in the FY 2015 Capital Investment Plan
- project scope
  ☑ upgrade the HVAC on floors 2 through 4
  ☑ replace the plaster ceilings on the third floor
  ☑ ceiling replacement scope was added during design
- approval requested
  ☑ the project began at $3.2M and has now increased to $5.2M, requiring Board of Trustees approval to increase professional services and enter into construction contracts

Project Team
University project manager: At large
AEC: Kapreli Engineering
Contractor: 180

Office of Administration and Planning November 2016
Project Data Sheet for Board of Trustees Approval

Covelli Multi-Sport Arena / Jennings Family Wrestling Practice Facility
OSU-150637 (CM# 12000801, 13002214)

Project Location: Fred Taylor north of Jesse Owens Memorial Stadium

- **Approval requested and amount**
  - Orig: $27.0M
  - Incr: $16.0M
  - Total: $43.0M

- **Project budget**
  - Construction: $45.0M
  - Professional services: $8.7M

  Total project budget: $53.7M

- **Project funding**
  - University debt
  - Development funds
  - Auxiliary gifts
  - State funds

- **Project schedule**
  - BoT Professional services approval: 08/15
  - BoT construction approval: 11/15
  - Design/bidding: 10/15 - 03/17
  - Construction: 09/17 - 06/19

- **Project delivery method**
  - General contracting
  - Design/build
  - Construction manager at risk

- **Planning framework**
  - This project is identified in the One Ohio State Framework Plan Athletics District
  - This project is included in the FY 2016 Capital Investment Plan; the Jennings Family Wrestling Practice Facility is included in the FY 2017 Capital Investment Plan
  - Study conducted in 2016 to evaluate site location
  - Project to be located east of Fred Taylor Drive and combined with the Jennings Family Wrestling Practice Facility to achieve efficiency in design and construction
  - The new location has fewer site constraints, the facility will be sited to accommodate programmatic requirements, and the design will be more integral with the surrounding Athletics' facilities

- **Project scope**
  - The facility will serve as the home for the Men's and Women's Varsity Volleyball teams and include home and visiting locker rooms for competition; and will be the home competition site for Men's and Women's Fencing, Men's and Women's Gymnastics and Men's Wrestling
  - The facility will seat approximately 3,700 spectators and will include concessions, restrooms, and other related spectator amenities, offices, storage, maintenance, and mechanical spaces

- **Approval requested**
  - Approval is requested to amend the Capital Investment Plan accordingly
  - Approval is requested to increase professional services and enter into construction

- **Project team**
  - University project manager: Bob Thomas
  - Architect/Design architect: WSP
  - Construction: Gilbane Building Company

**Office of Administration and Planning**

November 2016
Project Data Sheet for Board of Trustees Approval

Mirror Lake Restoration
OSU-140356 (CNN# 14000387)
Project Location: Mirror Lake

- approval requested and amount
  - professional services/construction $5.6M
- project budget
  - construction w/contingency $4.5M
  - professional services $1.4M
  - total project budget $5.6M
- project funding
  - university debt
  - development funds
  - university funds
  - auxiliary funds
  - state funds
- project schedule
  - SoT prof svcs/construction approval 11/18
  - design/bidding 01/17 - 10/17
  - construction 10/17 - 03/18
- project delivery method
  - general contracting
  - design/build
  - construction manager at risk
- planning framework
  - concept plan based on 2014 planning study and design charrette
  - restoration of the Mirror Lake District includes improvements to Mirror Lake, Browning Amphitheater and Hemenway and Coley Halls
  - the site will serve as a living, learning laboratory for the campus community - similar to the Olentangy River restoration where faculty, students and staff had safe access for exploration and study
- project scope
  - the project will implement the recommendations of the Mirror Lake Concept Plan
  - the project will redesign the lake edge and bottom, address storm water discharge with a focus on safety and sustainability
- approval requested
  - approval is requested to amend the Capital Investment Plan accordingly
  - approval is requested to enter into professional services and construction contracts

- project team
  - University project manager: Tom Ekgren
  - AE: MK2
  - Contractors: TDO

Office of Administration and Planning November 2016
November 4, 2016 meeting, Board of Trustees

Project Data Sheet for Board of Trustees Approval
Schumaker Student-Athlete Development Center
OSU-150638 (CNI#: 12000800)
Project Location: 2490 Fyffe Road (former Emie Biggs Athletic Training Facility)

- approval requested and amount
  - construction: $29.0M $6.7M $35.7M
  - professional services: $3.0M $2.3M $5.3M

- project budget
  - construction/contingency: $27.7M
  - professional services: $5.3M
  - total project budget: $43.0M

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

- project schedule
  - IoT professional services approval: 08/15
  - IoT construction approval: 11/16
  - design/bidding: 10/15 - 02/17
  - construction: 03/17 - 07/18

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

- planning framework
  - this project is identified in the One Ohio State Framework Plan Athletics District
  - this project is included in the FY 2016 Capital Investment Plan
  - planning review validated the need for increased square footage to meet the program needs

- project scope
  - this project will remove the existing Biggs Facility, which is located on the west end of the Woody Hayes Athletic Center
  - the new facility will include state-of-the-art athletic training center, weight training and cardio conditioning, dining and atheltics offices serving approximately 800 student-athletes
  - nutrition, dining, and production kitchen areas included in scope as a result of NCAA legislation allowing student-athletes to receive meals and snacks to meet nutritional needs

- approval requested
  - approval is requested to amend the Capital Investment Plan accordingly
  - approval is requested to enter into construction contracts

- project team
  - University project manager: Gary Cotter
  - Architect/Engineer: HDR
  - CM at Risk: Kessel Construction

Office of Administration and Planning

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Project Data Sheet for Board of Trustees Approval

Cannon Drive Relocation – Phase 1
OSU-120059 (CNI# 12000047)
Project Location: N/A

- approval requested and amount of construction: $31.2M
- project budget: $44.1M
  - construction w/contingency: $37.4M
  - professional services: $6.4M
- total project budget: $51.5M
- project funding:
  - university debt
  - development funds
  - university funds
  - auxiliary funds
  - state funds
- project schedule:
  - 80% professional services approval: 09/14
  - design/bidding: 06/14 - 07/17
  - construction: 07/17 - 04/10
- project delivery method:
  - general contracting
  - design/build
  - construction manager at risk
- planning framework:
  - this project is a partnership with the City of Columbus to relocate Cannon Drive
  - included in the FY 2016 Capital Investment Plan
  - pre-design work was completed to identify phasing and costs
  - design work is ongoing pursuant to a Memorandum of Understanding with the City of Columbus that was signed in July 2014
- project scope:
  - the project will relocate Cannon Drive between King Avenue and Hamrick Drive and will raise Cannon Drive above the 500-year flood level
  - the project will include utility service lines under the relocated Cannon Drive and stub-out piping to serve future development
  - the project also includes the restoration of the river edge with wetlands, informal recreation areas, and landscaping
- approval requested:
  - approval is requested for $31.2M for construction

Project Team:

University project manager: Tim Jengis
AE/design architect: Evans, Mecheart, Hamilton & Tilton, Inc
Project Data Sheet for Board of Trustees Approval

Ohio Stadium Upgrades
OSU-160637 (CNfif: 16000120, 16000121)
Project Location: Ohio Stadium

- approval requested and amount:
  - construction: $38.0M, $2.5M, $41.5M
  - professional fee: $0.0M, $0.0M, $0.0M

- project budget:
  - construction: $34.1M
  - professional services: $5.0M
  - total project budget: $39.1M

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

- project schedule:
  - BoT professional services approval: 04/16
  - BoT construction approval: 11/16
  - groundbreaking: 05/16 - 09/17
  - construction: 03/17 - 09/20

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

- planning framework:
  - this project is included in the FY 2017 Capital Investment Plan as a bundled project
  - project scope and estimate are based on two studies – one for the stadium improvements and one for the concrete coating and restoration
  - project is a multiple phased, multi-year project investing in modernizing and maintaining historic Ohio Stadium

- project scope:
  - project components include electrical upgrades, C-deck concrete coating and restoration, and the addition of loge seats
  - project will renovate several existing suites, add additional donor suites and loge boxes
  - electrical upgrades will increase capacity for concessions, signage, field lighting and new suites and provide redundancy

- approval requested:
  - approval is requested to enter into construction contracts

- project team:
  - university project manager: Niki Troyan
  - AE design architect: Ochs Engineering
  - CM at Risk: Ruten Master Company

Office of Administration and Planning
November 2016
Project Data Sheet for Board of Trustees Approval

Schottenstein Center – North Expansion and Concourse Renovation
OSU-140300 (CNIF: 14000409)
Project Location: 555 Buccaneer Drive

- approval requested and amount
  - Orig
  - Decr
  - Total
    - construction
      - $37.7M
      - $0.0M
      - $37.7M
    - professional serv
      - $4.2M
      - $0.0M
      - $4.2M

- project budget
  - construction w/working cap
    - $27.6M
  - professional services
    - $4.5M
  - total project budget
    - $31.1M

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

- project schedule
  - BoT professional services approval: 08/15
  - BoT construction approval: 11/10
  - design/bidding: 02/16 – 02/17
  - construction: 02/17 – 02/18

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

- planning framework
  - this project is included in the FY 2018 Capital Investment Plan

- project scope
  - this project will renovate the concourse providing increased daylighting, connections to the exterior, upgraded interior lighting, improved concession queuing, technology, wayfinding, and graphics
  - this project will provide an improved tenant experience with better accessibility to the ticket office and team store operations
  - this project will relocate sport program offices and administrative offices to accommodate concourse expansion
  - the new North expansion will architecturally align with the previous practice gym addition and create an opportunity for a larger north gathering space
  - this project will be constructed in phases to eliminate the need for swing space

- approval requested
  - approval is requested to enter into construction contracts

- project team
  - University project manager: Evan Gohner
  - Architecture: HSB LLC
  - O&M: Ewing Marion Ready

Office of Administration and Planning

November 4, 2016 meeting, Board of Trustees