

Interim Chairman Timothy P. Smucker called the meeting of the Board of Trustees to order on Thursday, August 29, 2019, at 2:45 p.m.

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

Mr. Smucker:

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

Ms. Eveland:

A quorum is present.

Mr. Smucker:

I hereby move that the board recess into executive session to consider business-sensitive trade secrets required to be kept confidential by federal and state statutes, to consult with legal counsel regarding pending or imminent litigation, and to discuss personnel matters regarding the appointment, employment or compensation of public officials. May I have a second? Will the secretary please call the roll?

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

Ms. Eveland:

Motion carries.

Mr. Smucker:

We are recessed.

Interim Chairman Timothy P. Smucker called the meeting of the Board of Trustees to order on Friday, August 30, 2019, at 10:10 a.m.

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

Members Absent: Abigail S. Wexner and Gary R. Heminger

Mr. Smucker:

Good morning, everyone. It's good to see such a great crowd. My name is Tim Smucker and I am privileged to be serving as the chairman of the Board of Trustees. I would like to convene this meeting of the Board of Trustees and ask the secretary to please note the attendance.

Ms. Eveland:

A quorum is present.

Mr. Smucker:

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

APPROVAL OF MINUTES

Mr. Smucker:

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

I want to begin by welcoming our newest trustee, Mike Kiggin of Powell. Mike, I know we have welcomed you multiple times over the last couple of days, but I hope it just goes to show how glad we are that you are here with us.

Mike has significant experience in the banking, insurance and real estate development industries, and he is a founding member and principal of the Capitol Strategy Group, a private and government policy consulting firm. He is also currently affiliated with Taft Law government affairs. Mike was appointed by Governor DeWine just two weeks ago, and I am thrilled that his first full board meeting is here in Wooster. Mike, I talked to the governor this morning and told him that you were already here and contributing significantly, so he thanks you. I feel like I am welcoming you to my backyard. I grew up in Orrville, Ohio, which is in Wayne County. As many of you probably know, Wayne County is the richest agriculture county in Ohio and one of the agriculturally richest in

the country. I know many of you here are participants in that, and we are thrilled that we are here to see this magnificent facility today.

I was talking to Cathann Kress this morning and learned that we have around 4,000 acres and 700-plus students. I was privileged, in 2016, to address the commencement for the 43rd graduating class. I can tell you it was a real thrill for me to do that and an honor. Also, as you know, our company is only 20 minutes from here. After this meeting we are going to host a luncheon for the Board of Trustees and give them some Uncrustables.

We are grateful to our hosts here on the Wooster Campus. Thank you, Dean Kress, Dr. Benfield and Dr. Boone for allowing us to take over your Friday schedule. I understand there was supposed to be a class in this room today, but it was moved to accommodate us. I don't know where the students are, but they are probably happy. I know I speak for everyone here when I say thank you. We appreciate your students sharing this lovely space with us.

I can't think of a better location than Wooster to talk about the theme of our meetings this week — "Our Land-Grant Mission in the 21st Century." Over the past couple days, we have heard about many of Ohio State's accomplishments across disciplines and throughout the communities we serve.

As background, most everyone knows this, but I think it is helpful to review. Our nation's land-grant universities are distinguished by the tripartite mission they were given through three distinct federal acts. First, the 1862 Morrill Land-Grant Act that granted land to states to meet their localized educational needs. By focusing on access and affordability for the industrial classes, the mission focus was teaching. Then in 1887, the Hatch Act that supported the empirical work focused on solving the most pressing problems to the state. The mission focus there was on research. Third, in 1914, the Smith-Lever Act established what is now known as cooperative extension services in order to disseminate knowledge to farms, families and communities. The mission focus was engagement. I thought it was helpful to reflect on that because that is what we have been doing and will continue to do.

The board has long recognized the importance of this university's land-grant mission. I want to take a moment to thank Brent Porteus, who is one of our current trustees, former trustee Jack Fisher and all of the members of our Land-Grant Working Group for their continued efforts to make sure this unique aspect of our institution stays front and center.

I am sure you all have noticed that at your seats, you have received a copy of an important commemorative piece called "Time and Change: 150 Years of The Ohio State University." This is a photographic retrospective of the university's first 150 years. Through more than 300 rarely seen photographs, this book showcases Ohio State's rich history and decades of growth, from its early years as the Ohio Agricultural and Mechanical College to the prominent land-grant institution it is today.

From now through the end of 2020, we will celebrate Ohio State's sesquicentennial, taking a look back at our important heritage and looking ahead to our ongoing work to improve and advance the well-being of our communities.

So with that overview, I like to start every meeting by thanking the faculty and administration for their tremendous work and for all they do to make this institution what it is. We can't thank them enough for all they do for our students and what they continue to contribute to our country.

WOOSTER CAMPUS OVERVIEW & LAND-GRANT PRESENTATION

Mr. Smucker:

With that, I will turn things over to Provost McPheron, who will introduce our gracious hosts and tell us more about how Ohio State is putting the land-grant mission into action.

Dr. McPheron:

Thank you, Chairman Smucker. Good morning, everyone. We're glad to have you all here. For me, I came up Interstate 71 today from Columbus and it felt like coming home. This location is a part of who I am as a person, as a faculty member and as a leader. I know a number of people who graduated from ATI and this campus. I knew this campus as an educator early in my career. I had the honor of being dean of the college here a few years back and this is an exceptional place.

As Mr. Smucker pointed out, what I want you to realize as you drive around campus throughout the day, what you are looking at are classrooms and laboratories. That open space outside this building is a classroom. It is a classroom for our students and it is a classroom for our community because the land-grant mission does not end at the door of the classroom. The land-grant mission is a philosophy that extends throughout everything this university touches — across the state, across the nation and literally around the world.

We have been focusing throughout the week on our land-grant mission. It started with Chancellor Paz's remarks and presentation at the Wexner Medical Center Board meeting on Wednesday. You can imagine from the incredible clinical work that we do at our hospital system, we are really taking the knowledge we are creating as intellectuals out to have an impact on the world and to save lives. We wove that into the research plans that are actually connected to 19 counties across the state.

We continued that yesterday with the presentation from the Academic Affairs and Student Life Committee, where we talked about the other elements that we bring in, not just in medical expertise, but in problems like addiction and the opioid crisis that is truly an all of Ohio State initiative. We tend to think of addiction as a medical treatment sort of issue, but if we don't think of it as a behavioral issue, a social issue and an economic issue, we will have missed the point and miss out on possible solutions. So what you have heard is the embodiment of the land-grant mentality that Ohio State works toward every single day while tackling problems with incredible complexity.

Mr. Smucker referenced the Morrill Land-Grant Act of 1862. That Land-Grant Act reflected on a couple of disciplines, but the core of it was access to knowledge. What an incredible impact that has made to society.

We spend a lot of time at the Columbus campus. As you go up Interstate 71, you reach our Mansfield regional campus; we are here on a different kind of regional campus. We are committed to access to knowledge in those conventional ways of educating young people and some folks that are a little more experienced in their lives and careers. The new knowledge will help them move forward.

But the magical part of a land-grant university like this university is that that work does not stop at the classroom door. It extends into every community. Our land-grant mission is seen throughout the state, in every community in the state. Our land-grant mission is seen in businesses, large and small. Our land-grant mission is seen in offices of elected officials and in community organizations made up of volunteers.

We are there as an institution in taking the work that we do and making sure society has full access. We are successful in this mission because of our people; people who wake up every morning coming to this campus.

I will just remind you that in 1862, we were charged with providing access. In 1870, we were chartered to actually carry out that mission. Today, on the eve of our sesquicentennial, we are called to make sure that that mission continues to this day. Our job is simple. We create the future. There is no higher call for our institution. That is the land-grant mission, folks. We create the future.

We need to hear a little bit more about what is happening here on this campus. I would like to ask Dean Cathann Kress to join us. She is the vice president for Agricultural Administration and dean of the College of Food, Agricultural and Environmental Sciences. I am delighted to have Cathann as a thought partner. As provost, I have a responsibility to oversee operation of the university in large. This place, I can't help but share, has a very special meaning to me. So to have a leader like Cathann and her team, who are actually back at home, is incredibly uplifting to me. Please help me welcome Cathann.

Dr. Kress:

I am absolutely delighted, on behalf of our students, our facility, our staff and many stakeholders, to warmly welcome all of you here to our Wooster campus. We have all just been so delighted in thinking about you coming up and having the opportunity to share a little bit of the exciting work that is happening on our campus.

I would also like to welcome you to our new facility, the Secret Arboretum Welcome Center. A short time ago, this was essentially our tractor shop. We parked a lot of our equipment in here. I wanted you to see how this actually reflects the philosophy of what we are trying to do on this campus, which is to reflect all three of our missions in almost everything we do. So now this welcome center serves as hub where we can have our students in the classroom and use the arboretum as a classroom. This is a place for us to train our researchers and it's a place for us to warmly welcome the community as they come to enjoy this beautiful arboretum or for meetings much like today. All three of our missions continue to be an important part of what we do.

Besides having three missions, we are also one college with three campuses. We have, of course, our Columbus campus that includes our wonderful Waterman Facility. We have this Wooster campus, which you will learn in a few minutes is wholly unique in the assets and resources that we have here. It is not just unique in terms of a campus in Ohio, but wholly unique as a campus anywhere in the United States. Then, of course, we have our statewide campus with 11 other research stations and farms, for a total of 11,000 acres that are part of our facilities, and also our 88-county extension offices that are an important part of our mission and our work.

Across our three campuses, we are bound in our college by a common purpose. What we focus on is that we sustain life. You will hear in a little bit how we do that. It ranges through all of our departments, through all of our education, through all of our research, and through all of our extension and engagement work. You will see that even here on our Wooster campus, we have a tremendous breadth — from our beautiful redwood growth, which are the only redwoods in Ohio, to our bio secure level three lab that is focused on plants, animals and insects — there are only two in the nation like that. We also have two dairies, a golf course, a construction science center and a floral shop.

We are immersing our students and researchers in real-world problems and catalyzing them to lead. We are enormously proud to be a cornerstone college of The Ohio State University, also celebrating our sesquicentennial alongside our university. We are deeply proud to represent the university throughout the state. I have with me today two of our important leaders here on the Wooster campus — our Associate Vice President and Director of the Wooster Campus, Dr. David Benfield, and our Director of the Agricultural Technical Institute, Dr. Kristina Boone. I am going to turn it over to them.

Dr. Benfield:

Thank you, Dean Kress. It is certainly a pleasure to have all of the Board of Trustees here, along with President Drake and Provost McPheron. We are glad to have you all here on this wonderful campus.

We are a bit unique within the college. We have a lot of unique assets. Dean Kress mentioned some of them; Chairman Smucker mentioned some of them. We have about 45 acres of land, which allows us to do a multitude of research and a lot of field research. It allows us to give our graduate students an opportunity to migrate from the laboratory to the field, and from the field back to the laboratory. So really, we have an experiential learning experience for our grad students.

We have the BSL3 facility, which gives us the unique place in terms of infectious disease control within this country and internationally. When we think of threats that come into this country — take, for example, the African Swine Fever Virus, which is a threat to this country, particularly the swine industry — we have researchers that are already beginning to work on that because we have that facility, and the uniqueness of that facility plays an advantage.

Our facilities themselves are unique, too. We try to design our facilities to be flexible, like this facility, where we have the opportunity to use this facility to meet all three of our

visions of research, extension and teaching. We want it to be flexible, to utilize it for whatever purpose we seek to use it for.

Over the last several months, we have been working on strategic planning, as pointed out by Dean Kress, for this campus. Actually, this is the first time in 17 years that we have had a strategic plan for the campus. Prior to this, we have only been a part of the strategic plan for the college. We have narrowed this down to four major objectives that I would like to share with you very briefly. The first one is we are looking to become a premier part provider and part insurer for workforce development. Now, why would we do that? Partly because we have the ATI, which gives a two-year program for students that is very hands on. Also, because many of the graduates of that program, as well as many individuals that work in industry in central and northern Ohio, come back to us asking for help in being able to upgrade their skills and being able to learn new skills.

The concept of offering things like certifications, certificates, seminars and workshops, to be able to help these individuals sustain the industry and gain skills in the workforce, is something we think we can do very well. Facilities like the Secrest Center give us the unique opportunity to welcome those people and do these kind of workshops and so on.

We have been very good on this campus with multidisciplinary and interdisciplinary research, but we are talking about going to the next level of what we now call transdisciplinary or convergent research, with our extension, teaching and research focus. What we want to do is when we plan a research project, we don't just want the researchers around the table, we want to expand that so that we have our researchers, our students, our stakeholders and others that are interested in a particular challenge that we are going to address, all around the table at one time. That way we will get input from everything from the basic cell and molecular biology all the way up potentially to the translation, because our extension people will be at the table for translation to the field and what the impact is from that research, from an economic and social standpoint. Our goal is to have that true transdisciplinary group looking at two of the major challenges that Dean Kress is giving us — sustainability and OneHealth. So, I think that will create a very unique opportunity on this campus and within Ohio State for us to look at additional grant sourcing and also to become a leader in those particular areas.

The third objective is to create and implement innovative programs to provide exceptional undergraduate and graduate student experiences. We have a lot of unique resources on this campus that will give our undergraduate and graduate students very unique experiences. We certainly don't want to get away from the differential learning that occurs on at this campus, especially at ATI with the two-year program, and with our graduate students who have that opportunity because of our unique resources. That laboratory feel and laboratory-type transition is very important as they look forward to their careers. We are also looking to improve the connectivity between our undergraduate and graduate students, so that our undergraduate students at ATI have more of an opportunity to experience exactly what our research TAs and graduate students are doing, as well as give the undergraduate students an opportunity to really understand the value of why we do research and why research is critical and to remember that as they plan their future careers.

Finally, we are one college. In the last two years, one of the charges I had when I was appointed by Provost McPheron, was to begin to integrate this campus. We started here in 1892 as the Ohio Agricultural Experiment Station, then migrated to the Ohio Agricultural Research and Development Center. In 1968, ATI came into the picture, so we have run as multiple entities in the past. Now we are beginning to integrate — truly integrate. We started with integrating our service functions, now we are looking at integrating our programs, our administration and so forth, so we truly becoming one campus. This ensures we can offer increased opportunities for our students. I hope in a few years when you come back this looks more like one campus, where you see students and faculty moving between both sides of campus, and that we are truly functioning like one campus.

This location over the years has been a source of innovation in food, agriculture and natural resources. It will continue to be that with the strategic plan we have and it will continue to offer students opportunities to expand their horizons and have the hands-on experience that will make them better prepared for the careers which they may assume. We have world class programs here and we have world class faculty here that excel at innovation, teaching and outreach. We think we have a very bright future for this campus and also within our college. Thank you very much.

Dr. Boone:

Thank you and welcome to Wooster campus. We are so pleased that you are here, and as you can see from the folks that have joined us, The Ohio State University enjoys great respect and participation from our Wayne County people, so thank you all for attending as well. It is a beautiful day, and we are very excited about showing you some of the new things around our campus. I am very excited to hear Dr. Kress talk about our land-grant mission and how we go about sustaining that.

One of the things that I would like to expand a little bit on is how we are approaching workforce development. We are approaching that in three ways. First, K-12. We want to get in front of youth and we want to get in front of their families and supporters to help them understand the tremendous career pathways in food, agriculture and environmental studies. We are working diligently to address that.

The second component is what we currently do. From the associate of applied science degrees through PhDs and post docs. One of the amazing things about this college, when you look at other colleges like us and other land-grant universities, we have a tremendously diverse portfolio of educational opportunities. That is very important for our students because they can come in and take advantage of different aspects of it. So, we are very pleased that we can continue to offer a great experience for our students and help them with that experiential learning.

One of the things I love about our college is my colleagues. My teaching, researching and extension faculty and staff, who are so committed to our students' success. Whether they are undergraduate or graduate students or learners at all levels or members of 4-H, there are learners at every level of lifespan. So, I am very pleased that they keep this work going so very well.

The third aspect of workforce development is credentialing — that opportunity for someone to come in and up-skill or re-skill and quickly go back into the workforce and have an accessible educational experience that can propel the industry forward. That is a very important part of this as well. We currently do this throughout the college, but we are trying to make that more accessible for people as well.

Wooster has a high number of faculty and staff per student and that gives our students a really exciting opportunity, not only for experiential learning and service learning, but also for research. We want to take advantage of that uniqueness of the campus. Another opportunity that we have here is a significant focus on student life. In the last 18 months, we have really been taking the student life program and shaking the dust off of it and really looking at how we can up our game in that area. First, we took our First-Year Experience Program and revamped it. We made sure it is undergirded with institutional principals and we are working very diligently. We started that this summer at orientation.

The second part about that is launching the STEP, Second-Year Transformational Experience Program. We are so pleased by the support that we had with bringing that to the regional campuses as well. Thank you to the administration; we are just so excited. And the third area is the intentional focus on our graduate students. That was something that sometimes we would have some programming for the graduate students, but never in a strategic way. I am so pleased that we have been engaging our graduate students. They were an integral part of our Welcome Days. It is really fun to get to know them and continue to work with them.

I want to say thank you, again, for all of you being here today. I want express my sincere commitment and appreciation to the university values. Some of the ones that we talked about very intentionally at convocation were excellence, diversity and inclusion, and affordability and access. I thank you so much for your commitment to those values as well. Thank you.

Dr. Kress:

I think you can see that we are a college full of very committed, passionate and dedicated people as you see throughout the entire university. I am appreciative for the opportunity this morning to talk with you for a little bit about the overall land-grant mission that we have at our university. As Mr. Smucker mentioned, when the Morrill Act was signed, the land-grant colleges as they were then — which eventually became these powerhouse research universities such as The Ohio State University — we were charged with two basic and general purposes. The first was to meet the needs of people through translational and applied research, and it was referred to at that time as practical education. The second major purpose was equal access to education for Americans. It was clear that our country and its citizens needed that scientific and technical knowledge. At first, this knowledge was focused on agriculture and engineering, as most of our citizens at that time were rural and engaged in farming for basic subsistence.

The impact of our land-grant universities over the past 150 years has been profound. Not only successfully addressing the challenges of our young nation and being able to feed itself, but growing into a wide spectrum of worldwide impact and technological

advancements. Many of those changes began with agriculture but led a revolution into our nation's technology advances and our economic and scientific successes.

Now, 150 years later, we face a vastly different world with new educational and research needs. We face a world where the interdependency of a global society and the complexity of our issues have magnified. We face a world where innovation, discovery and creativity contribute to an accelerated tempo of change that is unlikely to slow. We find ourselves asking often, how do we manage that? It takes balancing specialized scientific preparation for students with a broad education engaging our humanities and the arts. It takes depth in research expertise with breadth of discipline.

Ohio State University has remained committed to applying land-grant principles to the world we live in, not just the one that created us; and so we focus on several things. We focus on the sustainable cross-disciplinary models, which support and advance dynamic, nimble and transdisciplinary networks that help us to continue to build on our success across the different areas that we work in. We focus on big systems and grand challenges. We have a history of working within big, complex systems such as health, food and the environment, and working on grand challenges like infectious diseases and water quality.

Our comprehensive university includes nearly all of the elements needed to ensure success in finding solutions. We also engage with immersive and embedded partnerships. Our university has distinguished itself with partnerships that go beyond a project or a transaction. Instead, we build partnerships that allow us to co-create new models and opportunities in new ways.

You heard Dr. Boone talking a moment ago about our focus on lifespan education. We don't believe that education and knowledge is important in just four years of your life. We have reached down all the way to kindergarteners through 12th grade through our 4-H and other programs and through our post doc programs.

Our university then continues to educate throughout the lifespan as careers evolve and continues to bring value to our alums and those we educate. Finally, we are committed to our participative student experiences. We want students to not just be educated, but to be inspired, increasing the opportunities for students to have hands on, holistic and immersive learning experiences.

In our research, it is no longer sufficient to have a single discovery to enhance yield, to create increased greater mechanical efficiencies, or to create a vaccination of an entire population. Now, research must blend the bench science with applied approaches and its tangent collections of economic and social adjustments, and yet still find that balance point that frees bench science to take us to ideas that today we cannot even fathom. For example, about 80% of cancers are based not in genetics but in lifestyle, making the food we consume, the exercise we manage to squeeze into our day, our environments, and the ways we manage stress, all critical tools. Our food alone is critical, not just for the nutrition, but also for the benefits that go beyond nutrition that prevent and even treat some cancers and other metabolic diseases such as diabetes, hypertension, dementia and heart disease. The ability of our comprehensive university with our depth and breadth across multiple complex systems, both internally such as our microbiome, to the

larger local and global systems such as food supply chains and economics, are critical to finding solutions.

It will be the integration of interdisciplinary and transdisciplinary approaches that will lead to the greatest innovations, the most powerful solutions, sustainable models and revolutionary cures, not just for medicine and within food, agriculture and environmental sciences, but for information technology, data science, social sciences, humanities, engineering and public policy.

Our university is uniquely positioned to lead nationally and globally. Our comprehensiveness and our commitment to engage across disciplines creates the conditions for the next land-grant revolution. Thank you.

Mr. Smucker:

Thank you so much for that enlightening look into what we see here and what you are doing here. Are there any comments or questions from any of the trustees?

PRESIDENT'S REPORT

Mr. Smucker:

With that, I will turn it over to President Drake. We are ready for your report.

Dr. Drake:

Thank you very much, Chairman Smucker. Good morning, everyone. Before I begin my report, I would like to echo Chairman Smucker's welcome to our new board member, Michael Kiggin. I think that is the last welcome, but we are glad to have you here.

I would also like to acknowledge someone on the other end of her time with us who has been a dedicated partner in the great progress we have made over the past several years. Ann Hamilton has served as vice president of University Communications for the past five years and has been with the university for just under a decade.

Ann has built a great communications team and managed many complex issues. She has been a trusted collaborator and advisor. In a few weeks, she will take on a new role with the Cleveland Clinic and we all wish her the very best of luck in this next chapter in her career. Please join me in thanking Ann.

As many of you know, Chris Davey will serve as interim vice president of University Communications. He has worked side-by-side with Ann for the last several years and we welcome him to his new role. A round of applause for Chris as well.

I also want to take a moment to acknowledge the loss of former university president Edward Jennings, who passed away earlier this month. A Resolution in Memoriam is included on today's consent agenda. Dr. Jennings guided our university through a period

of tremendous change and we can trace back several of our achievements in academics, diversity and more to his time at Ohio State. Our deepest sympathies go to the entire Jennings family. If I may, I would ask you to join me in a moment of reflection and remembrance. Thank you.

It is wonderful today to be at our College of Food, Agricultural and Environmental Sciences, Wooster Campus. The research and teaching in Wooster and across the university to advance agricultural innovation are vital to our university's land-grant mission. The original name for Ohio State was the Ohio Agricultural and Mechanical College. We have come a long way in 150 years. From 24 students in our first class to more than 68,000 on campuses today. Really, all the work that has been done in the past has prepared us for the next 150 years.

As I think of the times we have spent together, Cathann, with farmers on their farms here in this part of Ohio and in other parts of Ohio, is the great trust they have in the university. I hear time and time again from people that they trust The Ohio State University and what we bring to them — the information we bring to them, the data we bring to them and how it all helps them. I think that for all aspects of what we do, that trust that we have built and established is something that is terrific. It is great to see the reflections of it that you illustrate today.

It is great to be here in this repurposed and renovated building that now houses the Secret Welcome and Education Center, designed to be a gateway to horticulture and public gardens. We also broke ground this spring on a new 60,000-square-foot Science Building representing the very latest in laboratory and classroom technologies. I want to thank Dean Kress, Dr. Benfield and Dr. Boone for presenting and for hosting our meeting today, and for the incredible work that is done at Wooster.

With Labor Day right around the corner, we have been thinking a lot about the thousands of employees who make The Ohio State University a national flagship public research university. Today, we have announced that the university is implementing a \$15 per hour minimum wage for staff positions across the university and medical center. We anticipate that this will impact 3,800 employees. An additional 1,000 employees who are already earning between \$15 and \$16 per hour will be moved up to a rate of \$16 per hour, bringing the total who are impacted to 4,800 of our Ohio State staff. This will be implemented next year and the announcement is today for the AMCP cycle that starts next fall. This is in keeping with a competitive marketplace and our continuing commitment to invest in the lives and families of our Buckeye community. We should applaud that. We are really happy to be able to do that next year.

We have been redefining the modern land-grant university for the 21st century. Collectively, we have committed to pioneering best practices for higher education, for modern teaching and for breakthrough discoveries, among other things. We developed a strategic plan, which was approved by the board two years ago this week, to guide our focus and our vision. We expected it to bear fruit in three to five years. We look forward to the five to seven years after we started the plan. Together, with everyone in this room and across the university, we have made tremendous progress. We had lofty goals. People tell me time and again that we have exceeded those goals and that we are exceeding expectations. I will give a few examples.

We expanded our focus on student success and student debt, among the things that Americans are most concerned about. We expanded our focus on student debt by initiating a series of steps to help control the costs of college. We established the Buckeye Opportunity Program to ensure that Ohio students who qualify for Pell grants receive an aid package that covers at least the full cost of tuition and mandatory fees. This program supports 4,000 students and is funded through an endowment created by our innovative energy partnership. Our Affordability Grants, funded by efficiency measures, are benefiting 15,000 students today on all of our campuses. Overall, we have committed more than \$150 million in additional need-based aid since 2015, impacting tens of thousands of Ohio students and making Ohio State more affordable. And in its third year, our Tuition Guarantee Program is providing certainty to all new Ohio freshmen and their parents.

The results of our efforts are making a very real difference for our students and families. We are admitting a greater number of students from middle- and lower-income backgrounds than ever before. The last class we had a 4.5% increase in middle- and lower-income students over the year before, and a 10% increase in these students in the last two years. We are also admitting more students who are the first in their families to attend college. The first person to attend college in the family makes a great difference for his or her life. It also makes a difference to their family for generations thereafter. We are really excited about being able to admit more first-generation students. Our preliminary estimates of first-generation students entering class will be up 11.2% compared to last year. We will also be admitting the most diverse and well-prepared class in history. We are very excited about that.

We committed ourselves to teaching and learning in ways that distinguish us from other institutions of our size. The University Institute for Teaching and Learning is unique nationally for implementing a research-based survey instrument on effective teaching practices across the entire university. This was implemented less than a year ago, and to date 71% of full-time non-College of Medicine faculty have completed the first component of the institute's Teaching Support Program. More than 45% of this group have completed a second component that includes online learning modules, preparing faculty to implement evidence-based approaches in their courses. Actually, 93% of surveyed faculty who took the course planned to apply what they learned in their courses. I wondered about the other 7%, but some are going on sabbatical and some are in the research lab or retiring and aren't planning on teaching. If we take out those who are not planning on teaching, then virtually everyone who took the course said that they learned something valuable. The overwhelming majority said they would strongly recommend the program to their peers, which I am very excited about. We hoped to get about 3,000 faculty to enter into this course, and we expected to have about 1,500 go through part two. The period of enrollment in the course to account for those numbers will extend to the end of March of next year, and we expect to hit those goals.

Spring commencement marked the largest graduating class in university history for several consecutive years. We granted 12,213 degrees and certificates. This was the first time we were over 12,000 in that category. That was an amazing number and for the entire year, approximately 18,000 people received degrees or certifications from us. That is wonderful. We won't have official numbers for a few weeks, because we are just

finally getting the last numbers in, but we are certain that we will have record-high graduation rates for this year as well. When we started our strategic plan, we had a goal of a six-year graduation rate of 85% or higher. We were at about 83% at that time. I am pleased to share that our six-year graduation rate is 85.8%, so we have exceeded our five-year goal in two years. We are pleased about that. Our four-year graduation rate projects to be 66.9% and our goal was 65%, so again, we exceeded that goal and we are really pleased about that. I will say, the 66.9% four-year graduation rate, in addition to being our highest, is a significant increase from the 58% to 59% rate from the first five years of this decade. The level has gone up dramatically, so we are pleased.

I mentioned that we have more graduates than we have ever had before, as well as more graduating students who are graduating on time. We are also admitting more lower- and middle-income students than ever before. By graduating students in a timely fashion, and by students spending less time in college getting their degrees, we can admit more lower- and middle-income students without taking places from anyone else that we were admitting. So we are not admitting students at the expense of others. We are admitting all of those students together, and they are being more efficient and effective as they go through. We have really increased the capacity of our university, so we are very pleased about that. And in addition to graduating sooner, our students are accepting employment in 98% of the most in-demand jobs in Ohio. That is another thing that is very important to us.

We are making great progress across the other strategic pillars as well. We announced in 2015 that we are looking for \$200 million in savings and efficiencies by the year 2020. Of the two kinds of administrative savings that we are looking to achieve, one is in administrative efficiencies, or the money we spend in running the university. We have saved about \$168 million to date, so actually we will save more than \$200 million in that five years. That does not include the savings in our construction and other aspects of our spend where we saved about \$130 million since 2015. We are actually now over \$300 million in savings, exceeding our \$200 million commitment and moving on. This is very important because it has helped position us to move forward on a number of strategic priorities for the future, including West Campus, our Arts District and our health sciences enterprise.

The provost mentioned and reflected on the comments by our chancellor on Wednesday, regarding how our clinical outcomes and patient satisfaction at the Wexner Medical Center remain at historic highs. We are pleased about that and the incredible miracles that are happening there every day. All of us that work in senior administration have heard stories from people time and time again about amazing outcomes that they have had at the Wexner Medical Center. We are pleased to hear that and it means so very much to us to be able to participate in people's lives in a way that makes such a difference. As Dr. Paz shared, FY19 was a record-breaking year for research funding at the College of Medicine, with more than \$268 million in total funding. This includes \$163 million in National Institutes of Health funding. That is a 65% increase in the last three years, which is an amazing amount of growth. As a part of that, we also received the largest NIH grant in our history to help address the opioid epidemic and opioid crisis.

Broadly, research expenditures are up 7% from FY15 to FY18, growing to a university-record \$875 million last year. Also last year, a record 159 awards and recognitions from national and international societies were given to our faculty, up 14% over the previous year. This success and recognition helps us continue to recruit outstanding leaders from top programs. I can't emphasize how important that is. There are a few that I will mention who have been recognized, including Gretchen Ritter, who is our new dean of the College of Arts and Sciences. She comes to us from Cornell and we are excited to have her here. The Department of Ophthalmology, my own home department, has a new chair, Sayoko Moroi. She is from That School Up North, but she was from Ohio. She had an outstanding career and she is now being rescued back home. We are pleased to be able to do that and we know she is grateful. Amy Fairchild, our new dean of Public Health, joins us from Texas A&M and previously from Columbia University. We are really pleased to welcome these three new leaders to Buckeye Nation.

And, of course, none of what we do would be possible — the great success of our students and the faculty and the leaders that we are bringing in from all over the country and the impact that we are having on our communities — without the tremendous support of Buckeye Nation. In recent years, we were pleased to have set records for the number of donors that supported us and the amount of gifts. As we heard yesterday, we will be launching a new campaign this fall. We are very pleased that each of the last several years we have received more support from our donor community, but even more than that, we have gratified the number of people who support us. Those are incredible numbers.

Our sesquicentennial provides an opportunity to look ahead, applaud our collective efforts and continue to focus on the ambitious vision we all have for the future. I think that in many ways we have achieved more than our forbearers could have predicted. When they thought about the federal government giving grants to the states to be able to start a new series of colleges to be able to, as described by Senator Morrill, "educate the sons and daughters of those who toil," I think we have exceeded their expectations dramatically and we are very proud of that.

We are graduating more talented students from more diverse backgrounds than ever before in our history. We are modernizing our teaching and learning to provide a pipeline of talent for the workforce of the future. We are impacting more Ohioans and beyond through our research, health care, community engagement and economic impact. You heard us mention that we had an economic impact measured last year at \$15.2 billion. We know no other college or university in the United States that has more economic impact on its community than The Ohio State University.

Despite time and change across our university and around the world, our mission is as clear today as it was 150 years ago, and that is to illuminate a pathway to learning and discovery that changes lives and uplifts society.

Tomorrow, we will kick off the football season in Ohio Stadium. I was planning to wish all of our student-athletes good luck this year, but I also want to take a moment to focus particularly on our guests tomorrow who are from Florida Atlantic University and all those from the southeast who are bracing now for Hurricane Dorian, which is set to hit in several days. As we think about the interactions and joy that we have together, we also

want to make sure that our thoughts and prayers are with those who are preparing for Hurricane Dorian. I wanted to make sure to acknowledge that in my closing.

Thank you all very much.

COMMITTEE REPORTS

Mr. Smucker:

Thank you, President Drake. The results that you just went through are certainly humbling and show the work that the whole of Buckeye Nation works at on a daily basis. So I can't thank you enough, President Drake, for your leadership and for the leadership of the faculty and staff that make that happen and bless our students on a daily basis.

Are there any comments or questions?

Finance Committee

Next, we will move on to our Committee Reports and I'm going to get us started. The Finance Committee met yesterday and two (2) items were presented for discussion. Mr. Papadakis shared his Annual University Financial Overview of the university's financial health. Our balance sheet demonstrates our stability and 4% growth in the university's ending net position of \$5.7 billion. Meanwhile, revenues at the Wexner Medical Center continue to outpace budget. That really is a remarkable feat, the growth over the last five years or so. We are on track to exceed our Operational Excellence pillar goals, totaling \$155 million in efficiency savings to date. Cumulative university savings are projected to exceed the \$200 million efficiency goal for 2020. Additionally, the university significantly surpassed our five-year, \$200 million goal for innovative funding with the unprecedented Comprehensive Energy Management Project that provided historic investments toward expanding student support in financial aid, academic excellence and innovative research.

The committee then discussed seven items for action. First, you may recall that at the May board meeting, interim versions of our operating budget, capital plan and Ohio State Energy Partners plan were approved due to the delay in state budget approval. As a follow up to that, Mr. Papadakis, Mr. Larmore and Ms. Devine presented the official Fiscal Year 2020 Financial Plan for the university, including the academic enterprise and the Wexner Medical Center. Overall revenues are expected to grow 3.9% at \$7.5 billion, and expenses by 4.5% to \$7 billion. Next, Mr. Papadakis and Mr. Kasey presented the Fiscal Year 2020 Capital Investment Plan, authorizing \$1.39 billion for 75 new projects. All projects included in the capital plan that are more than \$4 million require additional board approval for design and construction.

I know that Mr. Fischer will talk about all of the following items during his Master Planning & Facilities report, but the Finance Committee also heard from Mr. Potter, who presented the Fiscal Year 2020 Ohio State Energy Partners Utility System Capital Improvement Plan for 26 projects totaling \$393.7 million.

Mr. Kasey and Mr. Conselyea presented Professional Services and Construction Contracts for eight projects, which includes the \$156 million Interdisciplinary Health Sciences Center. And Mr. Myers presented three real estate items related to a ground lease of real property in Wayne County and the long-term lease and purchase option of two buildings on 15th and High.

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

Wexner Medical Center Board

Mr. Smucker:

Next we will here from each of the other committees. Dr. Porter, will you share the Wexner Medical Center Board report?

Dr. Porter:

Thank you. I just want to say quickly that I served many years on the board of the Alumni Association, and we debated, three years ago, on what our vision statement would be, and we settled on the fact that the vision would be that we would be the heart of the Buckeye community, inspiring and cultivating engaged citizens. It has been wonderful to be here today and have the warm welcome and see that that is what you are doing, really serving as the heart of the Buckeye community. So thank you.

The Wexner Medical Center Board met on Wednesday and we began our meeting with remarks from our new Chancellor for Health Affairs Dr. Harold Paz. I am going to ask him to stand, just so we can give him a round of applause. We are all so lucky that we have a new chancellor for Health Affairs who understands the land-grant university mission. He came to us from Penn State. We are delighted that we were able to rescue you and get you to a place that has a really good football team.

Dr. Paz introduced a number of other new leaders at the Wexner Medical Center and shared some highlights related to our academic health care enterprise. For the 27th year, the Wexner Medical Center has been included among *U.S. News and World Report's* "Best Hospitals" list. We ranked No. 1 in central Ohio, and four of our specialties were nationally ranked, a distinction that only approximately 1% of hospitals across the United States are able to receive.

Earlier this month, the medical center celebrated its ten-thousandth solid organ transplant, a milestone that has only been reached by fewer than 10 of the United States' transplant centers. Ohio State is the first university in the nation to be recognized by the National Academy of Medicine as a role model for wellness and prevention when it comes to the very serious issue of clinician burnout. Meanwhile, FY19 was a record-breaking year at the College of Medicine for research funding, as mentioned earlier, with a record-breaking \$268 million in total funding. This is a 29% increase over last year.

Dr. Andrew Thomas and Dr. Rebecca Jackson talked at length about the \$65.9 million federal HEAL grant that Ohio State received this spring from the National Institutes of Health to address the opioid epidemic. Ohio State was one of four universities in the

United States to receive this grant. Roughly 130 Americans die every day from opioid overdose, so this has truly become a national crisis.

As Dr. Jackson said during her presentation, as a land-grant institution in the heart of one of the states that has been hit hardest by this epidemic, Ohio State has a moral imperative to step up and work with academic, state and community partners to reduce opioid overdose deaths by 40% over the next three years.

During our operations report, David McQuaid shared that in July, the Joint Commission preformed one of its unannounced weeklong visits to the medical center. The Joint Commission is the body that accredits hospitals and without them, you cannot be reimbursed by Medicare or Medicaid, so it is very important. We had nine surveyors here for a week. I flew in for the visit to represent the board and provide support, and I was so impressed. We were very lucky that the lead surveyor had actually been the lead surveyor three years earlier at the Wexner Medical Center, so it was easy for her to see the incredible progress that we have made in that three-year time period.

I am very pleased, and you all would have been very proud as well, that the medical center received an excellent report and high praise.

Mr. McQuaid also gave a construction update. Last year, the board approved a \$26 million renovation to Ohio State East hospital. That project is on track and is expected to be completed in 2020. It will ultimately add another 43 beds to our total count. Given the high demand for inpatient care, it is much needed. Additionally, all land acquisitions related to the three beltway ambulatory sites have now been finalized. Construction is underway at the site on Hamilton Road, with a planned opening in summer of 2021. Design is currently underway for the Dublin facility and design will begin next year for our site in Delaware County.

During his report on The James cancer center, Dr. Bill Farrar talked about the success of Pelotonia. The 2019 bike ride took place earlier this month with 7,500 riders, 3,300 virtual riders and with more than 300 volunteers supporting the event. Fundraising ends October 4. Pelotonia just recently announced that its total dollars raised since the organization's inception has surpassed \$200 million. That is absolutely phenomenal. Thank you to all the riders. Dr. Farrar also expressed The James' sincere appreciation for the five-year financial pledge that Pelotonia announced last month in support of the Pelotonia Institute for Immuno-Oncology. This \$102 million pledge is the largest donation in the cancer center's history. The new institute will focus exclusively on an innovative area of research that harnesses the body's immune system to fight cancer and is redefining how cancer is prevented, detected and treated in the United States.

Our final item for discussion was Mark Larmore's financial summary. He walked us through the unaudited financial statements for the Wexner Medical Center ending June 30, 2019. The health system had an excellent year with a bottom line of \$342 million, which was \$80 million better than our internal team had originally forecasted. Revenue grew by 9.9% and expenses grew by just 8.6% over the year as well, so we experienced our revenue growing faster than expenses, which is what made that bottom line possible. When you add in the medical center, our excess of revenues over expenses exceeds \$400 million, which was \$119 million better than had been forecasted. The enterprise continues to grow. We also reflected on what an incredible change this is from 10 years ago in the medical center.

The Wexner Medical Center Board reviewed a handful of items for approval, including a request presented by Jay Kasey to enter into or increase professional services and construction contracts for four projects. First, the infrastructure for the West Campus development, which will include a new ambulatory facility; second, the Dodd Hall Parking Garage; third, facility improvements at Martha Morehouse; and, finally, the much anticipated Interdisciplinary Health Sciences Center.

We also approved a series of standard resolutions related to the Quality and Professional Affairs Committee, which Cheryl Krueger ably has chaired for several years. This included committee appointments, annual plans for medical patient care services, and clinical quality plans for both the Medical Center and The James. All of these items were either approved or recommended for approval and the appropriate resolutions appear on our consent agenda today. We then met in executive session. That concludes my report, Mr. Chairman.

(See Appendix IV for background information, page 154)

Mr. Smucker:

Thank you, Dr. Porter. Are there any questions? Mr. Fischer, Master Planning and Facilities.

Master Planning and Facilities

Mr. Fischer:

Thank you, Mr. Chairman. Let me add our excitement for being in your neighborhood. It's great to be here on the Wooster campus and have everybody's warm welcome. I would particularly like to acknowledge Wayne County Commissioner Ron Amstutz. You are a great friend and I believe your work here and your collaboration with the university exemplifies the land-grant mission of the town-gown relationship. We miss you in Columbus, but your work is alive and well here.

Bruce McPherson's comments gave great context as to why the facilities and land that we deal with in the Master Planning and Facilities Committee are so important to the mission. We try to tie everything that we do in the committee, which met both in executive session and covered numerous items, back to the mission. Mr. Kasey presented the physical environment scorecard. It has 11 areas coded green, three coded as yellow and two coded as red, and we are constantly looking at ways to make sure we are improving across a myriad of activities. Mr. Conselyea presented the Major Projects Update for projects over \$20 million. Given that we are here and with the discussion of our land-grant mission, I want to highlight two of those.

One is blazing with green, which is good in our committee — as green as the trees that we see outside — and that is the Wooster New Science Building for \$35 million. I want to congratulate everybody for the work that has gotten it to this point. I am excited about seeing it coming out of the ground, over on the hill nearby. More importantly than simply being on time and on budget is the work that the team put into making sure this is a facility that is interdisciplinary in nature and is bringing both aspects of campus together into one campus theme. This is a special highlight, not only to this great investment on

this campus by the administration and the board, but to the nature in which these facilities are seeking to further the mission in an integrated way.

The second project, staying on theme, is the Controlled Environment Food Production Research Complex, which is coded yellow for budget and schedule. But what this really is, is a collaborative effort that said, "Perhaps our aspirations are a little greater than what our budget opportunities present." Rather than saying, "let's not move forward," it was really under the dean's leadership, along with the provost and our own committee member, Brent Porteus, who has put a lot of time and effort into this, that we ensured that the project is being re-scoped to meet the mission. I really applaud the dean's leadership in staying after this and being creative. I know it's coming back in November. We are excited about seeing the new plans on the Waterman Facility, which is so integrated into the future master planning of the campus. This will be another signature facility, similar to the science facility here on this campus. Again, these are two projects that couldn't be more related to our discussion today of the land-grant institutions. Many other projects are in our package and were presented yesterday in public session.

Jay Kasey also presented capital savings results for FY19. As a part of the strategic plan, we have had a goal of delivering capital project improvements. Over the past year, we have seen \$54 million in savings, and that type of savings pays for entire buildings. It is an important piece of the plan. I compliment Jay and the facilities team for their diligence and delivering on projects and always looking for creative ways to deliver them on time and on budget and with budgets that allows us to bring in cost savings.

Mr. Myers presented the design for two very exciting projects — the Interdisciplinary Health Sciences Center and the Newton Hall renovation and addition. The Interdisciplinary Health Sciences Center aligns with the Wexner Medical Center's and the university's strategic plans to provide enhanced teaching and learning across multiple disciplines. It would be fair to say that anybody who has toured the current complex and facilities would acknowledge that they are not up to the standards of this great university. It is really exciting to see these news plans coming forward in the heart of the health sciences district. Its 150,000-square-foot renovation of Hamilton Hall and the construction of a 100,000-square-foot addition will create a new, shared quadrangle. The new construction will be consistent with the collegiate gothic architecture style of Hamilton Hall. The building materials will complement the neighboring buildings along Neil Avenue. The new and renovated spaces include a four-story atrium, which will serve as flexible space for informal use and events. A student lounge, meeting and study spaces are provided throughout the project, as well as new labs, 33 interdisciplinary state-of-the-art classrooms and all sorts of exciting new spaces for the academic health learning model of the future. This is a significant milestone for the health sciences programs. The second project is neighboring it, and that is the renovation of Newtown Hall, with the help of the College of Nursing, to accommodate the growth of the college. This will consolidate functions that are currently located around campus in leased spaces into a new 35,000-square-foot edition to the south of the existing building at the corner of Neil and 9th Avenues. If you think about Neil Avenue on campus, it really is becoming an "Academic Main Street." Both of these projects are going to be additional anchors for that "Academic Main Street" and it's exciting to see them coming together.

I want to particularly compliment Chancellor Paz. He has come in and in very quick order put his own fingerprints on both of these projects, ensuring that they move forward but also ensuring that they move forward with his vision for the importance of these facilities that are connected to the medicine of the future. How we train, teach, learn and practice medicine is all part of these new facilities.

The committee then reviewed items for approval, several of which, as Chairman Smucker mentioned, were reviewed by the Finance Committee. Specifically, the committee approved the FY20 Capital Investments Plan and the FY20 Ohio State Energy Partners Capital Plan and the request to enter into and increase professional services and construction contracts. One particular item I would note is the Ohio State Energy Partners, who are beginning a very ambitious new project. As we think about the lifecycle expansion of energy conservation measures, the plan includes the construction of a new combined heat and power plant on the Midwest campus. This is a very large project that proposes a power plant and the associated infrastructure, including a new pedestrian bridge over the Olentangy River that will run piping and infrastructure as a part of the bridge. Most importantly, this is a big important piece of the journey to a carbon neutral campus by the year 2050. This project will reduce the carbon use of our university by nearly 36%. I don't think there are many campuses that can argue that they are making this level of progress against a very bold dream of a carbon neutral campus that builds into a dream of a carbon neutral city by the year 2050.

Mr. Conselyea also presented a request for approval to increase professional services for eight projects, including the aforementioned Interdisciplinary Health Sciences Center and Newton Hall renovation. The Wexner Medical Center Board has reviewed and recommended the approvals related to both of those as well as West Campus infrastructure and the Dodd Parking Garage. Parking garages are not always exciting, but again, Chancellor Paz and others paint the very important ingredient that creating a balance of employee satisfaction and meeting the needs of our employees are important, so parking is always on the top of our minds, as well as renovations in the Martha Morehouse facilities.

Finally, Mr. Myers presented a joint use agreement between the university and the Heath-Newark-Licking County Port Authority. Three real estate items for approval include a revision to a previously approved ground lease in Apple Creek, Ohio, and two requests to enter into long-term leases and purchase options for Buildings A and B at 15th and High. This is the new gateway, the new entrance to campus that we have been working on for the last number of years. All of these resolutions are in your board package and will be part of the consent agenda.

Mr. Smucker:

Thank you. Are there any questions for Alex? Dr. Fujita, the Talent and Compensation Committee.

Talent and Compensation

Dr. Fujita:

Good morning and thank you very much, Mr. Chairman. First of all, it is my privilege to serve on this Talent and Compensation Committee because human resources are the most important asset to any enterprise, including The Ohio State University. I look forward to working with all of you to create an even greater committee. Thank you for the opportunity to do so.

The Talent and Compensation Committee met yesterday and Susan Basso provided an update on several talent searches, including conformation of accepted offers for the Chief Nursing Executive and the CEO of the Accountable Care Organization. The search for the Vice President/SVP of Student Life is ongoing. The search for the Medical Director of the Stefanie Spielman Comprehensive Breast Center is currently on hold.

Ms. Basso then brought forward for approval a set of personnel actions related to the appointments of Bill Farrar as CEO for the James Cancer Hospital and Jessica Eveland as Secretary to the Board of Trustees. I know we will discuss Jessie's appointment more in a few moments. Ms. Basso then introduced Lyn Harper and Matt Mullen from Mercer Consulting. They provided an overview of changes for setting and reviewing compensation of university executives, along with updates to the compensation philosophy. The updates to the compensation review process offer a more streamlined approach and give the Talent and Compensation Committee, as well as the Board of Trustees, an appropriate level of governance. To align with this new process, the compensation philosophy for university executives is also being modified. Both items will be brought for approval at the November board meeting.

President Drake gave an overview of his goals for FY2020, which focus on five areas: the Time and Change Strategic Plan; student and faculty success; national impact; campus environment; and leadership and talent. The president has already made progress toward advancing these goals and we look forward to hearing continued updates at future meetings. Successful outcomes in each of these areas will continue to propel the university forward as a leading national flagship public research university.

The committee approved the president's goals with a motion to submit for board approval. Lastly, Ms. Basso gave the committee an updated summary report of key activities related to the HR transformation initiatives that are currently underway in support of the five-year HR strategy plan. The first summary report, which was introduced at our May committee meeting, has been refreshed to include the most recent activity in advancing key HR milestones. In alignment with the three strategic pillars prioritized by the HR strategy plan, the activities outlined in the August 2019 report focus on talent and culture strategy, HR service variability, career roadmap, health and welfare, and recent union negotiation outcomes. The summary report will be updated and shared prior to each Talent and Compensation Committee meeting.

We also met in executive session, and that concludes my report. Thank you, Mr. Chairman.

Mr. Smucker:

Thank you, Dr. Fujita. Any questions? Mrs. Hoeflinger, the Advancement Committee.

Advancement

Mrs. Hoeflinger:

Thank you, Mr. Chairman. The Advancement Committee met yesterday and we started with a look at our Advancement Scorecard, which reflected year-end numbers for FY19. It was another record-breaking year, although we did not hit our cash goal, which can primarily be contributed to the timing because we are seeing that FY20 is off to a better start in terms of cash. This is going to be a question for the audience to see whether we are hitting the right marketing of our numbers.

We believe that the channels that are generating the largest audiences for Ohio State are Instagram, Twitter, LinkedIn and YouTube. Do any of you use those four? Yes, they are generating for us, can you imagine? The engagement is rising as we get more and more involved and we are using marketing in a different way from that perspective.

Kristin Watt gave her final presentation as the Alumni Association Board Chair for the Advancement Committee. She, with two members of the Alumni Association, presented on volunteer leadership and the integral role it plays in our clubs and societies. As Dr. Porter can attest because she is involved in the Alumni Association's boards, these groups have serious Buckeye Spirit. Is anyone here on an Alumni Association for OSU? No? Well, we have some recruiting to do for anyone who isn't a part of it because Janet Porter has set the bar by being on the board and in the Alumni Association.

Collectively, the Alumni Association has awarded more than 660 scholarships, worth more than a total of \$1.2 million. I want to point out that, like Dr. Porter, these alumni and donors are giving their time, energy and treasure to make a lasting impact for their alma mater. The reputation reach of our Alumni Association and its members is truly representative of how Ohio State is seen across the nation.

Gifford Weary and our newest Foundation Board representative, Alec Wightman, discussed the important shift in the Foundation Board, especially from our previous campaign to now. While Ohio State has a goal of engaging 1 million donors, our focus is on more than raising dollars. This is a moment to develop relationships and share the message of our research and teaching mission.

We are excited about our upcoming campaign that will kick off in October and we talked a little bit about that. The remainder of our meeting focused on the approval of new endowments, naming resolutions and Distinguished Service Awards, which are on the consent agenda for approval. We then recessed into executive session and that concludes my report.

Mr. Smucker:

Thank you. Any questions for Mrs. Hoeflinger? Mr. Zeiger, the Audit and Compliance Committee.

Audit and Compliance

Mr. Zeiger:

Thank you, Mr. Chairman. And thank you to everyone here who has given us such a warm welcome this morning. As you have already heard from the other committee reports, there is a lot that goes on at Ohio State and a lot of that involves both money and regulation. It is the obligation of the Audit and Compliance Committee of the board to oversee the financial appropriateness of what is done at Ohio State, along with the compliance with a myriad of regulatory requirements.

Yesterday, we started with a report from our external auditor. The university is audited by PricewaterhouseCoopers every year — and not only the university budget as whole, which you have heard is in excess of \$7 billion, but also various components of the university are separately audited, including the medical center, athletic program and other high-profile portions of the university to ensure our financial controls are appropriate. PricewaterhouseCoopers does a very fine job. Christa Dewire, the partner in charge of that audit, presented to us again yesterday. One of the things that the committee has focused on is the so called “materiality standard,” which is the degree to which they look to see if we have deviated from certain levels in the financial analysis and Christa explained the thinking on that. We are blessed to have Amy Chronis, who is the head of one of the major national offices of the Deloitte firm, as a volunteer member of our committee. Amy has worked with Christa and assures us that we have the right materiality of standards in place.

Christa then gave us an update on the status of our audit for the year ending June 30, and that process is moving ahead well. I think each of you would be pleased to know that in my three years on the committee, each year the outside auditing firm has found no issues in the financial structure of the university and has given us a “clean opinion” in each of those years. We look forward to another clean opinion and we expect that at the November board meeting we will have received the full audit. The committee then has the unenviable task of reviewing what is usually between 80 to 100 single-space pages of financial information. We will then accept the audit after it has been generated by the outside auditor and also approved by the auditor of the State of Ohio.

That was a significant component of our meeting. Another significant responsibility of our committee is to assure compliance with an incredible number of regulatory requirements. The health system is obviously a huge undertaking in and of itself. The research of the university, in both the health area and other areas, is subject to ever increasing numbers of federal regulations, some issued by departments that are directly in conflict with regulations issued by other departments. We are blessed at Ohio State to have an extremely strong compliance function. Our compliance director is not only impressive but extremely knowledgeable in such unusual subjects as the import/export laws of the United States and the regulations thereunder. Given the number of international students and the high priority of research done at the university, we have to comply with those regulations as well.

The long and the short of it is that we had a discussion in our committee meeting about the need for the university to increase its flexibility in responding to and being ahead of these regulatory changes that are coming with great rapidity. It will be important to not only comply with the law, but also protect the reputation of Ohio State. I assure you that there is great focus on this subject and very fine people working on it.

We also have an issue in our society today around integrity and ethics. Thanks to the provost and his leadership and Gates Garrity-Rokous, our Director of Compliance, and Susan Basso, our head of Human Resources, there is a focus on and initiative to reinforce throughout the academic experience the importance of integrity and ethics. We were given a report on that progress. There will be a survey undertaken as a core part of presenting the revised program on ethics and integrity at the university. When I asked the question, I was startled to learn that more than 100,000 people will be asked to share their understanding of ethics, their sense of responsibility, and in particular, the programs that already exist that positively impact their experience. From that survey, which will be conducted this fall, a more comprehensive program on ethics and integrity will be developed.

For those who are unfamiliar with our board processes, all of that occurred in our public session. In the so-called executive session, we consider issues that are legally appropriate for dealing with in confidential session and those oftentimes involve litigation or exposure for the university, which our committee deals with regularly. As such, our committee recessed into executive session and concluded our committee work.

Mr. Chairman, that concludes my report.

Mr. Smucker:

Thank you, Mr. Zeiger. Any questions? Mr. Shumate, the Academic Affairs and Student Life Committee.

Academic Affairs and Student Life

Mr. Shumate:

Thank you, Mr. Chairman. The Academic Affairs and Student Life Committee met yesterday and discussed a variety of items related to our faculty, students, academic mission and strategy. Dr. McPherson introduced several new university leaders including three new Deans: Lincoln Davies of the Moritz College of Law, Amy Fairchild of the College of Public Health and Gretchen Ritter of the College of Arts and Sciences. We also welcomed Katherine Lasher as the Associate Vice President of the Office of Institutional Equity and recognized Molly Ranz Calhoun as Interim Senior Vice President for the Office of Student Life.

Reflecting on our theme for this meeting, Dr. McPherson gave a presentation on Ohio State's land-grant mission in action and how the university works to create, disseminate and apply knowledge in the service of the public good. In alignment with Dr. Paz's presentation at the Wexner Medical Center, Dr. McPherson highlighted the university's

broad work on the opioid addiction crisis as an example of how Ohio State is pursuing its land-grant mission today through teaching, research and engagement. The university takes a comprehensive approach that includes addiction-related work throughout Ohio State's 15 colleges as well as our medical center.

Two faculty members shared some of their work as well. Dr. Bridget Freisthler of the College of Social Work runs a research program that focuses on how to prevent and reduce substance abuse problems at the community level. And Dr. Ayaz Hyder from the College of Public Health described a project that provides real-time maps that link overdose data, healthcare provider data and bed availability information.

Molly Ranz Calhoun then shared a presentation on building practical skills through involvement, which highlighted how students build confidence and learn leadership and problem-solving skills by getting involved. Jordan Davis, an impressive young alumna who is now the Director of Smart Columbus, shared her story of how her experience as an incredibly involved student at Ohio State translated into an exciting career.

Finally, the committee reviewed three items, which are on the consent agenda today. First, we approved the reaffirmation of the Preferred Pathways Program with Columbus State Community College. Columbus State President David Harrison joined our meeting to talk about the program, which has 82 aligned academic pathways for students and is bringing up to 600 transfer students each fall. Second, we approved the standard set of faculty personnel actions, including the appointment of Greg Rose as OSU-Marion Dean and Executive Dean of the Regional Campuses.

Lastly, we are recommending the termination of Deborah Mitchell, a clinical associate professor at Fisher College of Business. Through an extensive and thorough investigation and a review process pursuant to Faculty Rule 3335-5-04 of the Administrative Code, the university found that Professor Mitchell was engaged in grave misconduct related to the faculty financial conflict of interest policy.

These actions, as I mentioned, appear on the consent agenda today. After approving these items, the committee recessed into executive session and that concludes my report, Chairman Smucker.

ELECTION OF OFFICERS

Mr. Smucker:

Before we move onto our consent agenda, it is time for our annual Election of Officers. Mr. Shumate, I would you like to ask you to walk us through the process.

Mr. Shumate:

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

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

Mr. Smucker:

We have convened a committee of the whole. Mr. Shumate, please proceed.

Mr. Shumate:

I would like to start, first of all, by thanking you, Mr. Smucker, for your leadership over the past several months. Your commitment to this university is unwavering, and your leadership of the board was instrumental during this interim period. We thank you for your outstanding leadership.

Following Mr. Gasser's resignation from the board, Dr. Fujita and I, as chairs of the Talent and Compensation Committee and the Governance Committee, outlined a process for evaluating, nominating and ultimately electing our next slate of officers. Through that process and based on the qualities and traits we identified for the chair role, including the ability to serve at least two years and a willingness to step into the leadership role immediately, there was widespread agreement that Gary Heminger be considered as our next chairman. Therefore, we have the following slate of officers that we would like to recommend to the full board for approval this morning:

- Gary Heminger as chair of the board;
- Tim Smucker and Abigail Wexner as vice chairs of the board; and
- Jessie Eveland as secretary of the board

Mr. Chairman, I would like to move this slate of officers be approved by the board. The formal resolution language is at each of our seats.

Mr. Smucker:

Any comments or discussions? Will the secretary please call the roll?

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

Ms. Eveland:

Motion carries.

Mr. Smucker:

Thank you very much. Unfortunately, Mr. Heminger was unable to be here today. He had a prior family commitment, but we all appreciate his willingness to take on this role.

It has been an honor for me to serve as your interim chair over the past couple months, but I have no doubt that Gary will do an excellent job of continuing to move the needle forward on our work as a premier land-grant institution. Mrs. Wexner and I look forward to working closely with him on these efforts as his vice chairs.

I am very humbled to serve this wonderful institution and to have learned so much from every activity and particularly from my colleagues on the board. I couldn't be more pleased and honored to serve this wonderful institution.

Before I turn things over to President Drake for our consent agenda, I would like to point out two things. First, at your seats you have a hand-carry resolution related to agenda item No. 24, the Disciplinary Action of a University Faculty Member. Copies are available for the public if needed.

Finally, our last agenda item is the approval of amendments to our University Board Bylaws. Per previous discussions we have had about our committee structure, these amendments will combine the functions of the Governance Committee with the work of our Talent and Compensation Committee. If approved today, this newly defined committee — called Talent, Compensation and Governance — will convene for the first time in November.

Are there any questions or comments?

CONSENT AGENDA

Mr. Smucker:

President Drake, would you please go ahead and present the Consent Agenda to the board?

Dr. Drake:

Thank you, Chairman Smucker. The consent agenda has been updated based on actions taken at yesterday's committee meetings. We have 26 resolutions on the consent agenda. We are seeking approval of the following:

RESOLUTIONS IN MEMORIAM

Resolution No. 2020-11

James A. Arnett

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on June 5, 2019, of James A. Arnett, PhD, Professor Emeritus of Physical Medicine and Rehabilitation in the College of Medicine.

Professor Arnett served on the faculty from 1987 until his retirement in 2000. He was a rehabilitation psychologist, serving as the associate director of the Division of Rehabilitation Psychology in the Department of Physical Medicine and Rehabilitation from 1992 until he retired from the university. The division is one of the largest training programs in the United States for rehabilitation psychologists and Dr. Arnett served as the director of training for most of his 14 years on the faculty.

Dr. Arnett traveled an unusual path to the practice of psychology. After years of working in the electronics industry, where he served as a quality assurance engineer for such companies as TRW Inc. and Raytheon, he enrolled in graduate training in psychology. He earned his PhD in counseling psychology from The Ohio State University in 1984. The emerging field of rehabilitation psychology attracted his interest, and he completed both pre- and post-doctoral specialty training in this field. He became one of the first 50 board certified rehabilitation psychologists in the nation.

Dr. Arnett was admired by his fellow faculty members, trainees and the interdisciplinary rehabilitation staff at Dodd Hall. He served as the psychologist on the General Rehabilitation and Stroke teams and was known for being approachable by patients, families and professionals. Trainees expressed admiration for his systematic approach to assessment and treatment, and the guidance he offered in the areas of career and professional development.

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

James H. Caldwell

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

Professor Caldwell completed his undergraduate studies and medical school training at The Ohio State University, receiving his medical degree and acceptance into the Alpha Omega Alpha Honor Medical Society in 1963. He completed his internship in medicine

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

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

Dr. Caldwell was on staff as a highly respected academician, researcher and clinician for 38 years. He was an outstanding role model for medical students, trainees and his peers, and he brought a humanistic approach to medicine. He received a heart transplant in 1994 and continued to work until his retirement in 2008. During his recovery from his heart transplant, he found solace in gardening. Through the help of OSU Extension, he became a master gardener and continued his training in life. He was a truly wonderful person, physician and scholar, and he was first and foremost dedicated to his family. He is survived by his wife of 46 years, Dr. Patricia Caldwell, a physician in her own right who was also his colleague. She retired from Ohio State's Division of Cardiology in 2009, and continues to hold an appointment as Professor Emeritus.

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

Edward H. Jennings

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on August 10, 2019, of Edward H. Jennings, PhD, former Ohio State president and professor.

Born in Minneapolis, Minnesota, in 1937 to a schoolteacher and a law professor, Dr. Jennings grew up in Washington, D.C. He attended Fork Union Military Academy in Virginia. He then earned a bachelor's degree in industrial management from the University of North Carolina and a Master of Business Administration with a focus in

finance from Case Western Reserve University. After working as an industrial engineer, Dr. Jennings decided to pursue teaching at a collegiate level. He received his doctoral degree in finance from the University of Michigan.

In 1969, Dr. Jennings worked as an assistant professor at the University of Iowa, which included visiting professorships at the University of Dar es Salaam in Tanzania and the University of Hawaii. He later served as vice president of finance and university services at the University of Iowa and as president of the University of Wyoming before joining Ohio State in 1981.

Dr. Jennings served as the 10th president of Ohio State until 1990 and briefly served as interim president in 2002. During his tenure, Dr. Jennings leveraged his experience in finance to navigate the university through economic challenges and lay the groundwork for the institution it has become.

At the end of his presidency, the university awarded Dr. Jennings an honorary doctoral degree. He joined the faculty and taught finance at the Max M. Fisher College of Business until his retirement on April 1, 2002.

The Board of Trustees recognized Dr. Jennings' contributions to Ohio State by renaming the Botany and Zoology Building on the Columbus campus "Jennings Hall."

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

Felicisima "Ping" Serafica

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on April 27, 2019, of Felicisima "Ping" Serafica, PhD, Associate Professor Emeritus of Psychology in the College of Arts and Sciences.

Professor Serafica was born in the Philippines and educated in the United States. She completed her Bachelor of Arts in Psychology and Master of Science in Special Education at the University of Pennsylvania in the early 1950s before moving back to the Philippines to help establish one of the first hospitals for children with mental disabilities. She subsequently returned to the U.S. to complete her doctoral training in psychology at Clark University, and then served as a faculty member at Ohio State from 1977 until her retirement in 2002.

Dr. Serafica published extensively, including two books: *Social Cognitive Development in Context* (1982) and *Mental Health of Ethnic Minorities* (1990). Her research focused on social development and mental health of children and youth, including children with learning disabilities from majority and minority populations. She was a pioneer whose research and writings spearheaded studies in areas that had been ignored or had not

been emphasized in developmental and clinical child psychology. She served on editorial boards of several journals and worked extensively in reviewing grant applications for various organizations. Her teaching included supervising graduate students in the Child Clinical Psychology program at Ohio State as well as trainees at Children's Hospital, where she had a joint appointment.

Dr. Serafica also performed extraordinary service work at Ohio State, championing the rights of women and Asian American minorities. She chaired a University Senate Committee on Women and Minorities, overseeing a longitudinal examination of the numbers of men and women on the faculty. This work helped establish a continuing annual report on the status of women and minorities, as well as an Affirmative Action grants program and a Distinguished Affirmative Action Award program, leading to funding for the recruitment of women in engineering and in ethnic minority health. Dr. Serafica also was an active participant in a group at Ohio State called Women in Development, which focused on the shared experiences of female faculty members.

In addition, Dr. Serafica was a vocal advocate for Asian American students. Attending a workshop at the Ohio Union early in her university career, Dr. Serafica encountered U.S.-born-and-raised Asian American students who experienced discrimination at Ohio State. This early encounter led her to take an active role in advocating for the needs of this student population. Dr. Serafica chaired the University Senate Task Force on Asian American Students, which examined and recommended services for Asian Americans on campus. The committee also conducted a statewide examination of Asian American students and recommended strategies for recruiting them to Ohio State. Dr. Serafica's 10-year lobbying efforts led to the establishment of an Asian American Studies program at the university. She frequently served as a mentor and model for Asian American students as well as for psychology students. Over the course of her career, Dr. Serafica received numerous awards for her service to Ohio State, to the surrounding community and to the psychology profession.

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

Rodney T. Tettenhorst

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on April 28, 2019, of Rodney Tampa "Rod" Tettenhorst, PhD, Professor Emeritus of Mineralogy in the School of Earth Sciences.

Professor Tettenhorst received his PhD from the University of Illinois in 1960, and in the same year, he joined The Ohio State University in the Department of Mineralogy — now the School of Earth Sciences. His research focused on the structure and crystal chemistry of clay minerals, which led to publications in international journals and invited

presentations. He was a consultant with Battelle Memorial Institute, Roxane Laboratories Inc. and other organizations, and served on the faculty at Ohio State until his retirement in 2002.

Dr. Tettenhorst devoted his career to teaching undergraduate and graduate students, both in the lab and out in the field. During his tenure as a member of the faculty, he acquired and maintained a powder X-ray diffractometer and developed a fully equipped clay mineralogy sample preparation laboratory. These tools were state-of-the-art for research purposes, but they also inspired great interest in Dr. Tettenhorst's students as he actively interwove the tools into his teaching. While learning theoretical concepts of crystal structure and chemistry, students were able to take measurements and solidify their conceptual knowledge. Dr. Tettenhorst also scrupulously maintained teaching and museum collections of minerals and gemstones that he also used in his courses.

Many students in geology and materials science were well served by his hands-on, interactive courses in introductory mineralogy, clay mineralogy and advanced crystallography. Additionally, from the mid-1970s through the mid-1980s, Dr. Tettenhorst was a regular instructor at field camp in Ephraim, Utah, where senior-level undergraduate and graduate students spend several weeks in the summer learning how to map and interpret geological formations.

Later in his career, Dr. Tettenhorst designed a laboratory-based course in gemology, but in his typical fashion of never approaching a problem halfway, he insisted on first becoming a certified gemologist with the Gemological Institute of America. This course served as a foundation for a popular introductory course in the School of Earth Sciences that is still enjoyed at the university today.

On behalf of the university community, the Board of Trustees expresses to the family of Professor Rodney T. "Rod" Tettenhorst its deepest sympathy and sense of understanding of their loss. It is directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the board's heartfelt sympathy and appreciation.

APPROVAL OF FISCAL YEAR 2020 CAPITAL INVESTMENT PLAN

Resolution No. 2020-12

Synopsis: Authorization and acceptance of the Capital Investment Plan for the fiscal year ending June 30, 2020, is proposed.

WHEREAS the university has presented the recommended capital expenditures for the fiscal year ending June 30, 2020; and

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

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

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the Capital Investment Plan for the fiscal year ending June 30, 2020, as described in the accompanying documents; and

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

(See Appendix V for background information, page 265)

**APPROVAL OF OHIO STATE ENERGY PARTNERS UTILITY SYSTEM
CAPITAL IMPROVEMENT PLAN FOR FISCAL YEAR 2020**

Resolution No. 2020-13

Utility System Life-Cycle Renovation, Repair and Replacement Projects
Utility System Expansion and Extension Projects
Energy Conservation Measure Projects

Synopsis: Authorization and acceptance of the Ohio State Energy Partners LLC fiscal year 2020 capital improvement plan, and authorization for Ohio State Energy Partners LLC to make capital improvements to the utility system pursuant to the terms of the Amended and Restated Long- Term Lease and Concession Agreement for The Ohio State University Utility System dated July 20, 2018, and as amended (the "Agreement"), is proposed.

WHEREAS the Agreement requires the concessionaire, Ohio State Energy Partners LLC ("OSEP") to annually submit a plan for utility system capital improvement projects for university approval; and

WHEREAS the plan includes requested approval of these utility system capital improvement projects for the fiscal year beginning July 1, 2019; and

WHEREAS OSEP has provided detailed descriptions of the proposed capital improvements, supporting technical data and analysis, pursuant to Section 4.3(c) of the Agreement; and

WHEREAS the utility system capital improvement projects will be delivered pursuant to the terms of the Agreement; and

WHEREAS the capital expenditures for the approved utility system projects will be added to the utility fee pursuant to the Agreement; and

WHEREAS the university has reviewed and considered the financial, technical and operational aspects of the projects and the projects' alignment with university plans and sustainability goals; and

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

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

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves and authorizes Ohio State Energy Partners LLC to proceed with the fiscal year 2020 capital improvements to the utility system as outlined in the attached materials.

(See Appendix VI for background information, page 267)

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

Resolution No. 2020-14

APPROVAL TO ENTER INTO PROFESSIONAL SERVICES CONTRACTS

Lacrosse Stadium
Library Book Depository Phase 3
West Campus Infrastructure

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

Coffey Road Park Recreation Fields
Dodd – Parking Garage
Interdisciplinary Health Sciences Center
Martha Morehouse Facility Improvements
Newton Hall – Renovation and Addition

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:

	Prof. Serv. Approval Requested	Total Project Cost	
Lacrosse Stadium	\$2.3M	\$20.0M	Fundraising
Library Book Depository Phase 3	\$1.3M	\$15.1M	University Funds University Debt
West Campus Infrastructure	\$1.9M	\$17.5M	Auxiliary Funds University Funds Partner Funds

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

	Prof.Serv. Approval Requested	Construction Approval Requested	Total Project Cost	
Coffey Road Park Recreation Fields	\$1.2M	\$9.0M	\$10.2M	Auxiliary Funds
Dodd – Parking Garage	\$2.6M	\$30.7M	\$33.3M	Auxiliary Funds Partner Funds
Interdisciplinary Health Sciences Center	\$5.5M	\$131.0M	\$155.9M	Fundraising University Funds Auxiliary Funds State Funds
Martha Morehouse Facility Improvements	\$3.4M	\$1.7M	TBD	Auxiliary Funds
Newton Hall – Renovation and Addition	\$1.4M	\$21.8M	\$24.5M	University Debt Fundraising University Funds State Funds

WHEREAS the proposed funding plan for the Interdisciplinary Health Sciences Center includes multiple sources and funding from those sources will be received over time; and

WHEREAS the University Debt Policy requires that all project funding be identified, validated and solidified in a fully executed Project Funding Agreement prior to seeking Board of Trustees approval for construction; and

WHEREAS in order to advance a strategically important project, university leadership has approved an exception to the University Debt Policy for the Interdisciplinary Health Sciences Center based on a review of the timing of funding availability and available expense control options; 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 acknowledges the exception to the University Debt Policy in support of the Interdisciplinary Health Sciences Center project; 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/increase professional services and construction contracts for the projects listed above in accordance with established university and state of Ohio procedures, with all actions to be reported to the board at the appropriate time.

(See Appendix VII for background information, page 272)

APPROVAL TO ENTER INTO A JOINT USE AGREEMENT

Resolution No. 2020-15

BETWEEN THE OHIO STATE UNIVERSITY AND THE HEATH-NEWARK-LICKING COUNTY PORT AUTHORITY

Synopsis: Authorization to enter into a Joint Use Agreement (JUA) with the Heath-Newark-Licking County Port Authority, to document the value and permit the release of funds appropriated in the State Capital Bill for the redevelopment of the Port Authority-owned facilities of the Air Force Primary Standards Laboratory (AFPSL) and its Mass Lab Facility, located at 801 Irving Wick Dr W, Heath, OH 43056, is proposed.

WHEREAS The Ohio State University was allocated \$250,000 in the 2019 State Capital Bill that is specifically designated for use by the Heath-Newark-Licking County Port Authority; and

WHEREAS The Heath-Newark-Licking County Port Authority will utilize the funds for the renovation of the Mass Lab Facility, located in Heath, OH; and

WHEREAS The Ohio State University has an opportunity to expand its partnerships and activities with the Heath-Newark-Licking County Port Authority, and would benefit from having the renovated Mass Lab facilities included in these activities to support a variety of student programs, including an annual exhibition and briefing; and

WHEREAS the Heath-Newark-Licking County Port Authority commits to including the renovated Mass Lab as part of an annual student exhibition; and

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

WHEREAS except for the funds used to cover the university's reasonable administrative costs related to the project, the funds provided under this JUA shall be used by the Heath-Newark-Licking County Port Authority only for capital improvements or purchases and shall not be used for operating expenses; and

WHEREAS the university's use of the Heath-Newark-Licking County Port Authority space will promote the university's mission to educate students through a comprehensive array of distinguished academic programs and to create, transfer and preserve knowledge in the disciplines of engineering and architecture for the purpose of enhancing economic competitiveness regionally, nationally and globally; and

WHEREAS before the state capital appropriation may be released to the Heath-Newark-Licking County Port Authority, the Ohio Department of Higher Education requires that a JUA between the university and the Heath-Newark-Licking County Port Authority be signed to document the value of the appropriation to Ohio State and to ensure the benefits to the university will continue for a minimum period of 20 years:

NOW THEREFORE

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

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

Resolution No. 2020-16

SOUTH ORCHARD DRIVE
APPLE CREEK, WAYNE COUNTY, OH

Synopsis: Authorization is requested to ground lease approximately 2-4 acres of unimproved real property located on South Orchard Drive, Apple Creek, Wayne County, Ohio.

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

WHEREAS under Resolution Number 2019-10 the Board of Trustees approved a ground lease of 2-3 acres on Applesauce Lane, Apple Creek, Ohio for a 14,000-15,500 square foot commercial facility to Certified Angus Beef® and since the Board of Trustees' approval, the project scope experienced minor changes that require additional Board of Trustees approval; and

WHEREAS the site location has shifted from Applesauce Lane to South Orchard Drive, Apple Creek, Ohio, the site size has enlarged from 2-3 acres to 2-4 acres, and the facility will now be comprised of two buildings of 7,000-8,000 square feet each as opposed to a single 14,000-15,500 square foot facility; and

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

NOW THEREFORE

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

(See Appendix VIII for background information, page 280)

**AUTHORIZATION TO ENTER INTO A LONG-TERM LEASE
AND PURCHASE OPTION**

Resolution No. 2020-17

15th AVENUE AND HIGH STREET (BUILDING A)
COLUMBUS, OHIO

Synopsis: Authorization to negotiate and enter into a lease agreement providing for the construction and occupancy of a five-story building to be located between 15th and 16th Avenues along High Street as part of the planned new 15 + High development, is proposed.

WHEREAS Campus Partners for Urban Community Redevelopment (Campus Partners), an affiliate of The Ohio State University (OSU), owns the desired site through Redstone Realty Company, LLC (Redstone), a wholly owned subsidiary of Campus Partners, and shall construct the office facility; and

WHEREAS the university, through its Office of Advancement, will occupy floors three through five with an option to lease the second floor of the building constructed on the site through a 30-year lease with Redstone; and

WHEREAS Advancement has determined that this site and the proposed building meet the objectives and requirements of the Advancement strategic plan, and funds necessary to meet the university's obligations under the agreements will be provided through Advancement:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby authorizes that the President and/or Senior Vice President for Business and Finance be authorized to enter into a lease providing for the construction and occupancy of a five-story building located between 15th and 16th Avenues along High Street in Columbus, Ohio, as part of the planned new 15 + High development, on such terms and conditions as deemed to be in the best interest of the university, which shall include an option to purchase the site and building, subject to board approval and other conditions.

(See Appendix IX for background information, page 282)

**AUTHORIZATION TO ENTER INTO A LONG-TERM LEASE
AND PURCHASE OPTION**

Resolution No. 2020-18

15th AVENUE AND HIGH STREET (BUILDING B)
COLUMBUS, OHIO

Synopsis: Authorization to negotiate and enter into a lease agreement providing for the construction and occupancy of a five-story building to be located at the corner of 15th Avenue and High Street as part of the planned new 15 + High development.

WHEREAS Campus Partners for Urban Community Redevelopment (Campus Partners), an affiliate of The Ohio State University (OSU), owns the desired site through Redstone Realty Company, LLC (Redstone), a wholly owned subsidiary of Campus Partners, and shall construct the office facility; and

WHEREAS the university, through its Office of Human Resources, Office of Legal Affairs, Administration & Planning and Business & Finance, will occupy floors two, three, four and five of the building constructed on the site through a 30-year lease with Redstone; and

WHEREAS the university has determined that this site and the proposed building meet the objectives and requirements of the groups planned to occupy the facility, and funds necessary to meet the university's obligations under the agreements will be provided through its Office of Human Resources, Office of Legal Affairs, Office of Administration & Planning and Business & Finance:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby authorizes that the President and/or Senior Vice President for Business and Finance be authorized to enter into a lease providing for the construction and occupancy of a five-story building located at the corner of 15th Avenue and High Street in Columbus, Ohio as part of the planned, new 15 + High development, on such terms and conditions as deemed to be in the best interest of the university, which shall include an option to purchase the site and building, subject to board approval and other conditions.

(See Appendix X for background information, page 284)

PERSONNEL ACTIONS

Resolution No. 2020-19

BE IT RESOLVED, That the Board of Trustees hereby approves the personnel actions as recorded in the personnel budget records of the university since the May 31, 2019, meeting of the board, including the following appointments and contract renewals:

Appointments

Name: Jessica A. Eveland
Title: Secretary
Unit: Board of Trustees
Term: May 1, 2019

Name: William Farrar
Title: CEO of The James Cancer Hospital and Solove Research Institute
Unit: Wexner Medical Center
Term: September 1, 2019

**APPROVAL OF FISCAL YEAR 2020
PRESIDENTIAL GOALS**

Resolution No. 2020-20

Synopsis: Approval of the attached presidential goals for fiscal year 2020, is proposed.

WHEREAS under the terms of President Michael V. Drake's letter of offer, each fiscal year, the president and the Board of Trustees will set forth the president's goals and objectives; and

WHEREAS in order to establish these goals and objectives, the president is submitting the attached for review and approval by the Board of Trustees; and

WHEREAS once approved by the Board of Trustees, the attached goals and objectives will serve as the basis to evaluate the president during his review period:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the attached goals and objectives which set forth five areas of focus: Time and Change Strategic Plan, Student and Faculty Success, National Impact, the Campus Environment, and Leadership and Talent. All will continue to move the university forward as a leading national flagship public research university in the 21st century.

(See Appendix XI for background information, page 286)

UNIVERSITY FOUNDATION REPORT

Resolution No. 2020-21

Synopsis: Approval of the University Foundation Report as of June 30, 2019, is proposed.

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

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

WHEREAS this report includes: (i) the establishment of one (1) endowed chair fund: the Dr. Lee E. Shackelford Chair Fund in Psychiatry and Behavioral Health; two (2) endowed professorships: the Olga Jonasson, MD Professorship in Surgery, and the Rheumatology and Immunology Professorship; four (4) endowed scholarships as part of the Joseph A. Alutto Global Leadership Initiative; and twenty-nine (29) additional named endowed funds; and (ii) the revision of twenty (20) named endowed funds:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves The Ohio State University Foundation Report as of June 30, 2019.

(See Appendix XII for background information, page 287)

NAMING OF THE WANDELL FAMILY PLAYERS' SUITE

Resolution No. 2020-22

IN THE DEPARTMENT OF ATHLETICS

Synopsis: Approval for naming the dining space and players' lounge of the Woody Hayes Athletic Center, located on The Ohio State University Columbus campus at 535 Irving Schottenstein Drive, as the Wandell Family Players' Suite, is proposed.

WHEREAS the renovation of the Woody Hayes Athletic Center includes a new recovery room that will facilitate health and recovery post-practice and competition; and

WHEREAS the renovation of the Woody Hayes Athletic Center includes the addition of a production kitchen that will feed the entire football team and eliminate cost inefficiencies and the need for catering; and

WHEREAS the renovated and expanded dining space and players' lounge will provide the football program with the adequate space necessary for the entire team to dine together and gather as collective group; and

WHEREAS Deborah and Keith Wandell have provided significant contributions to the Department of Athletics to support the football program and the student-athletes who train and rehabilitate in the Woody Hayes Athletic Complex; and

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

NOW THEREFORE

BE IT RESOLVED, That in acknowledgement of Deborah and Keith Wandell's philanthropic support, the Board of Trustees hereby approves in accordance with paragraph (D) of rule 3335-1-08 of the Ohio Administrative Code, that the aforementioned dining space and players' lounge be named the Wandell Family Players' Suite.

NAMING OF THE AUER TENNIS COMPLEX

Resolution No. 2020-23

IN THE DEPARTMENT OF ATHLETICS

Synopsis: Approval for naming the tennis complex that encompasses the Ty Tucker Tennis Center (indoor) and the Stickney Tennis Center (outdoor), located within the Athletics District on The Ohio State University Columbus campus, as the Auer Tennis Complex, is proposed.

WHEREAS the tennis complex will provide the men's and women's tennis programs with both an indoor and outdoor state-of-the-art practice and competition facility, offices and other spaces for student-athletes and coaches; and

WHEREAS the tennis complex will allow the Ohio State men's and women's tennis teams to excel in education, recruiting, training and competition, and will result in increased student-athlete success; and

WHEREAS Sheila and John Auer have provided significant contributions to the Department of Athletics to support the men's and women's tennis program and all student-athletes who train and compete in the Athletics District; and

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

NOW THEREFORE

BE IT RESOLVED, That in acknowledgement of Sheila and John Auer's philanthropic support, the Board of Trustees hereby approves in accordance with paragraph (D) of

rule 3335-1-08 of the Ohio Administrative Code, that the aforementioned tennis complex be named the Auer Tennis Complex.

NAMING OF THE PELOTONIA INSTITUTE FOR IMMUNO-ONCOLOGY

Resolution No. 2020-24

IN THE OHIO STATE UNIVERSITY COMPREHENSIVE CANCER CENTER

Synopsis: Approval for the naming of the Institute for Immuno-Oncology, is proposed.

WHEREAS The Ohio State University Comprehensive Cancer Center (OSUCCC) aspires to establish a world-class Immuno-Oncology Institute harnessing cutting-edge science to discover cancer breakthroughs; and

WHEREAS the Immuno-Oncology Institute will focus on the areas of cell therapy, immune-genomics, next generation immunotherapy and cancer vaccines; develop new technologies, drugs and intellectual property; and leverage federal, foundation and industry dollars to support innovative efforts; and

WHEREAS philanthropic investment will be used to recruit highly specialized faculty, support and grow investigator-initiated trials, expand facilities and labs, and support general operations of the institute; and

WHEREAS Pelotonia has provided significant contributions to the OSUCCC; and

WHEREAS the naming has been reviewed according to the approval process outlined in the Naming Guidelines policy and the OSUCCC will seek approval of the institute through the University Senate:

NOW THEREFORE

BE IT RESOLVED, That in acknowledgement of Pelotonia's philanthropic support, the Board of Trustees hereby approves in accordance with paragraph (D) of rule 3335-1-08 of the Ohio Administrative Code, that the immuno-oncology institute be named the Pelotonia Institute for Immuno-Oncology.

NAMING OF SIMON'S

Resolution No. 2020-25

IN THE BLACKWELL INN, FISHER COLLEGE OF BUSINESS

Synopsis: Approval for the naming of the bar and lounge area off the lobby of the Blackwell Inn located at 2110 Tuttle Park Place, is proposed.

WHEREAS the Blackwell Inn offers guestrooms, sophisticated meeting and event centers, and a convenient location close to the city's arts, entertainment, sports and business centers; and

WHEREAS The Blackwell Inn has provided visitors to the Columbus area with the finest amenities, accommodations and service on the grounds of the Fisher College of Business for more than a decade; and

WHEREAS Denis G. Simon and Denise C. Simon have provided significant contributions to the College of Business; and

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

NOW THEREFORE

BE IT RESOLVED, That in acknowledgement of Denis G. Simon and Denise C. Simon's philanthropic support, the Board of Trustees hereby approves in accordance with paragraph (D) of rule 3335-1-08 of the Ohio Administrative Code, that the aforementioned bar and lounge area be named Simon's for the life of the current facility. Should the bar and lounge area cease to exist, the donors will be consulted and presented with an alternative recognition opportunity.

**NAMING OF THE CHERYL & JESSE TYSON
DIVERSITY AND INCLUSION SUITE**

Resolution No. 2020-26

IN FISHER HALL, FISHER COLLEGE OF BUSINESS

Synopsis: Approval for the naming of the Office of Diversity and Inclusion Student Services Suite (Suite 351) in Fisher Hall, located at 2100 Neil Avenue, is proposed.

WHEREAS the Fisher College of Business provides quality student counseling, scholarship opportunities, career support services and tutoring services which meet the needs of diverse undergraduate and graduate students enrolled or intending to enroll in the college; and

WHEREAS the College's Office of Diversity and Inclusion may better provide services and support internally to campus departments and organizations, and externally to corporations, companies and agencies which seek to help all students succeed academically, financially and socially; and

WHEREAS Jesse and Cheryl Tyson have provided significant contributions to the College of Business; and

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

NOW THEREFORE

BE IT RESOLVED, That in acknowledgement of Jesse and Cheryl Tyson's philanthropic support, the Board of Trustees hereby approves in accordance with paragraph (D) of rule 3335-1-08 of the Ohio Administrative Code, that the aforementioned Office of Diversity and Inclusion Student Services Suite (Suite 351) be named The Cheryl & Jesse Tyson Diversity and Inclusion Suite for the life of the current facility.

**NAMING OF THE BLUE BUFFALO FOUNDATION
INTEGRATED ONCOLOGY SUITE**

Resolution No. 2020-27

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

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

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

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

WHEREAS the Hummel & Trueman Hospital for Companion Animals includes an Integrated Oncology Suite to provide care from specialists in medical, surgical and radiation oncology who work together to provide a comprehensive treatment plan and provide elevated learning opportunities for students and the next generation of veterinary oncologists; and

WHEREAS Blue Buffalo Foundation has provided significant contributions to the College of Veterinary Medicine; and

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

NOW THEREFORE

BE IT RESOLVED, That in acknowledgement of Blue Buffalo Foundation's philanthropic support, the Board of Trustees hereby approves in accordance with paragraph (D) of rule 3335-1-08 of the Ohio Administrative Code, that the Integrated Oncology Suite (1080) in the Veterinary Medical Center Hummel & Trueman Hospital for Companion Animals be named the Blue Buffalo Foundation Integrated Oncology Suite for the life of the physical facility

NAMING OF THE DR. JONATHAN DYCE OPERATING ROOM

Resolution No. 2020-28

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

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

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

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

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

WHEREAS the operating rooms within the Veterinary Medical Center allow for patients to have procedures performed and a collaborative clinical environment for veterinary students to work one-on-one with expert faculty in a top-ranked veterinary school; and

WHEREAS Cynthia Knight has provided significant contributions to the College of Veterinary Medicine for the new Veterinary Medical Center Hummel & Trueman Hospital for Companion Animals and the Clinical Office Building; and

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

NOW THEREFORE

BE IT RESOLVED, That in acknowledgement of Cynthia Knight's philanthropic support, the Board of Trustees hereby approves in accordance with paragraph (D) of rule 3335-1-08 of the Ohio Administrative Code, that the operating room in the Veterinary Medical Center Hummel & Trueman Hospital for Companion Animals and Clinical Office Building be named the Dr. Jonathan Dyce Operating Room for the life of the physical facility.

NAMING OF INTERNAL SPACES

Resolution No. 2020-29

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

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

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

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

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

WHEREAS the Hummel & Trueman Hospital for Companion Animals includes an Integrated Oncology Suite to provide care from specialists in medical, surgical and radiation oncology who work together to provide a comprehensive treatment plan and provide elevated learning opportunities for students and the next generation of veterinary oncologists; and

WHEREAS the operating rooms within the Veterinary Medical Center allow for patients to have procedures performed and a collaborative clinical environment for veterinary students to work one-on-one with expert faculty in a top-ranked veterinary school; and

WHEREAS the donors listed below have provided significant contributions to the College of Veterinary Medicine and its facilities:

- Anne and Philip Creek
- Glenn and JoAnna Williams, in honor of their dog Bentley and the wonderful care he received
- Brian Holub
- Blue Buffalo Foundation, in honor of their friend and former employee Joyce Novotny

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

NOW THEREFORE

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

- Creek Surgery Conference Room (1035)
- Bentley Williams Oncology Conference Room (1078)
- Cindie Davis Holub, DVM Operating Room (1066F)
- Brian Holub, DVM and Cindie Davis Holub, DVM Faculty Office (133)
- Joyce Novotny Feline Waiting Area (A106)

**NAMING OF MARS G. FONTANA LABORATORIES
AND INTERNAL SPACES**

Resolution No. 2020-30

IN THE COLLEGE OF ENGINEERING

Synopsis: Approval for the administrative namings of the renovated and expanded building known as Fontana Laboratories located at 116 W. 19th Avenue, and spaces within it, is proposed.

WHEREAS the renovation of the current buildings named Mars G. Fontana Laboratories and 140 W. 19th Avenue, and the new construction to be attached to the current buildings, will create a new facility for research labs, offices and classrooms to further collaboration among the Departments of Biomedical Engineering and Materials Science and Engineering; and

WHEREAS Dr. Mars. G. Fontana culminated 30 years of professional activity at The Ohio State University as chair of the Department of Metallurgical Engineering from 1948-1975 and served as director of the department's Corrosion Center, and the Board of Trustees approved the naming of the current Fontana Laboratories building in his honor in 1981; and

WHEREAS the College of Engineering desires to continue the recognition of Dr. Fontana and other past leaders and supporters of the college; and

WHEREAS these namings have been reviewed according to the approval process outlined in the Naming Guidelines policy:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves in accordance with paragraph (D) of rule 3335-1-08 of the Ohio Administrative Code, that for the life of the physical facility, the current buildings named Mars G. Fontana Laboratories and 140 W. 19th Avenue and the new construction to be attached to the current Mars G. Fontana Laboratories be named Mars G. Fontana Laboratories; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves in accordance with paragraph (D) of rule 3335-1-08 of the Ohio Administrative Code, that for the life of the physical facility the aforementioned internal spaces in the new Mars G. Fontana Laboratories be named the following:

- Herman R. Weed Conference Room (3021)
- Arthur S. Watts Conference Room (2126)
- Richard T. Hart Conference Room (2118)
- Robert M. Nerem Conference Room (3144)
- Edward Orton Jr. Conference Room (4021)
- Charles E. MacQuigg Conference Room (4144)

DISTINGUISHED SERVICE AWARDS

Resolution No. 2020-31

Synopsis: Approval of Distinguished Service Awards to be presented autumn 2019, is proposed.

WHEREAS the President's Cabinet has reviewed and supported the recommendations of the Distinguished Service Awards Committee for Philip (T.K.) Daniel and Katherine (Kitty) Kisker to receive Distinguished Service Awards; and

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

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the Distinguished Service Awards to be awarded in autumn 2019 as designated above.

(See Appendix XIII for background information, page 325)

**RE-AFFIRMATION OF THE PREFERRED PATHWAY PROGRAM
INVOLVING THE OHIO STATE UNIVERSITY AND
COLUMBUS STATE COMMUNITY COLLEGE**

Resolution No. 2020-32

Synopsis: Re-affirmation of the 2011 agreement between The Ohio State University and Columbus State Community College to support the Preferred Pathway Program collaboration, is proposed.

WHEREAS in 2011, the boards of trustees of The Ohio State University and Columbus State Community College approved a new collaborative initiative to support a regional strategy to expand access to higher education, increase student attainment and meet the economic advancement goals of Ohio; and

WHEREAS this initiative, called the Preferred Pathway Program, was designed to facilitate improved transitions and a guaranteed path to an Ohio State University baccalaureate degree for qualified students transferring from Columbus State; and

WHEREAS Ohio State and Columbus State now have 82 preferred pathway programs in a variety of disciplines; and

WHEREAS Ohio State remains committed to access, affordability and excellence, which is a pillar of Ohio State's Time and Change strategic plan; and

WHEREAS Columbus State Community College remains committed to student success and the college's strategic plan set a goal to increase the number of Columbus State graduates earning bachelor's degrees through higher education partnerships:

NOW THEREFORE

BE IT RESOLVED, That Board of Trustees of The Ohio State University re-affirms its commitment to the 2011 agreement for the Preferred Pathway Program as a mutually beneficial partnership that supports students and the broader needs of the state of Ohio for an educated workforce and citizenry.

(See Appendix XIV for background information, page 326)

FACULTY PERSONNEL ACTIONS

Resolution No. 2020-33

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 May 31, 2019, meeting of the board, including the following appointments,

appointments/reappointments of chairpersons, faculty professional leaves and emeritus titles:

Appointments

Name: HEATHER ALLEN
Title: Professor (Dow Professorship in Chemistry)
College: Arts and Sciences
Term: September 1, 2019 through August 31, 2023

Name: TAMI ANN AUGUSTINE
Title: Associate Professor-Clinical (2019 Alumni Award for Distinguished Teaching)
College: Education and Human Ecology

Name: *KRYSTOF BANKIEWICZ
Title: Professor (Gilbert and Kathryn Mitchell Chair)
College: Medicine
Term: March 1, 2019 through February 28, 2023

Name: JACKIE BLOUNT
Title: Professor (2019 Alumni Award for Distinguished Teaching)
College: Education and Human Ecology

Name: BEAR BRAUMOELLER
Title: Professor (Andrei Baranov and Ratmir Timashev Endowed Chair in Data Analytics)
College: Arts and Sciences
Term: September 1, 2019 through August 31, 2023

Name: ARTHUR BURGHEES
Title: Professor (2019 Distinguished Scholar Award)
College: Medicine

Name: PETER CRAIGMILE
Title: Professor (2019 Alumni Award for Distinguished Teaching)
College: Arts and Sciences

Name: JONATHAN EZELL
Title: Professor-Clinical (2019 Alumni Award for Distinguished Teaching)
College: Engineering

Name: LISA FLORMAN
Title: Professor (2019 President and Provost's Award for Distinguished Faculty Service)
College: Arts and Sciences

Name: ELENA FOULIS
Title: Senior Lecturer (2019 Provost's Award for Distinguished Teaching by a Lecturer) Arts and Sciences
College: Arts and Sciences

Name: H. LISLE GIBBS
Title: Professor (2019 Distinguished Scholar Award)
College: Arts and Sciences

Name: GALIT GOLAN
Title: Lecturer (2019 Provost's Award for Distinguished Teaching by a Lecturer)
College: Arts and Sciences

Name: DOROTA GREJNER-BRZEZINSKA
Title: Professor (2019 Distinguished Scholar Award)
College: Engineering

Name: CHRISTINE GRIFFIN
Title: Clinical Instructor (2019 Provost's Award for Distinguished Teaching by a Lecturer)
College: Medicine

Name: JOHN HORACK
Title: Professor (2019 Alumni Award for Distinguished Teaching)
College: Engineering

Name: DAVID HORN
Title: Professor (2019 President and Provost's Award for Distinguished Faculty Service)
College: Arts and Sciences

Name: MICHAEL IBBA
Title: Professor (2019 Distinguished Scholar Award)
College: Arts and Sciences

Name: CLAIRE KAMP DUSH
Title: Associate Professor (2019 Alumni Award for Distinguished Teaching)
College: Education and Human Ecology

Name: JANICE KIECOLT-GLASER
Title: Professor (Doctor John D. and E. Olive Brumbaugh Chair in Brain Research and Teaching)
College: Medicine
Term: July 1, 2019 through June 30, 2023

Name: BLAINE LILLY
Title: Professor (2019 President and Provost's Award for Distinguished Faculty Service)
College: Engineering

Name: RAMA MALLAMPALLI
Title: Professor (S. Robert Davis Chair of Medicine)
College: Medicine
Term: July 1, 2019 through June 30, 2023

Name: GLENN MARTINEZ
Title: Professor (2019 Alumni Award for Distinguished Teaching)
College: Arts and Sciences

Name: DANIELLE MARX-SCOURAS
Title: Professor (2019 Alumni Award for Distinguished Teaching)
College: Arts and Sciences

Name: PETER MOHLER
Title: Professor (John H. and Mildred C. Lumley Chair in Medicine)
College: Medicine
Term: July 1, 2019 through June 30, 2023

Name: GREGORY NIXON
Title: Professor-Clinical (2019 Alumni Award for Distinguished Teaching)
College: Optometry

Name: GEORGIOS PAPACHRISTOU
Title: Professor (Dr. Samuel T. and Lois Felts Mercer Professorship of Medicine and Pharmacology)
College: Medicine
Term: August 1, 2019 through July 31, 2023

Name: *JODY PATTERSON
Title: Associate Professor (Roy Lichtenstein Foundation Endowed Chair of Art History)
College: Arts and Sciences
Term: August 1, 2019 through July 31, 2024

Name: CHAD RAPPLEYE
Title: Associate Professor (2019 Alumni Award for Distinguished Teaching)
College: Arts and Sciences

Name: GREG ROSE
Title: Executive Dean, Regional Campuses
Office: Academic Affairs
Term: July 1, 2019 through June 30, 2021

Name: SATYANARAYANA SEETHARAMAN
Title: Lecturer (2019 Provost's Award for Distinguished Teaching by a Lecturer)
College: Engineering

Name: THOMAS STEWART
Title: Lecturer (2019 Provost's Award for Distinguished Teaching by a Lecturer)
College: Food, Agricultural and Environmental Sciences

Name: NANDINI TRIVEDI
Title: Professor (2019 Distinguished Scholar Award)
College: Arts and Sciences

Name: GUO-LIANG WANG
Title: Professor (2019 Distinguished Scholar Award)
College: Food, Agricultural and Environmental Sciences

Name: SINEAD YARBERRY
Title: Instructor-Practice (2019 Provost's Award for Distinguished Teaching by a Lecturer)
College: Nursing

*New Hire

Reappointments

Name: JENNIFER BOGNER
Title: Professor (Bert C. Wiley, MD Chair in Physical Medicine and Rehabilitation)
College: Medicine
Term: October 1, 2019 through September 30, 2023

Name: JANET BOX-STEFFENSMEIER
Title: Professor (Vernal G. Riffe Professorship in Government and Politics)
College: Arts and Sciences
Term: July 1, 2019 through June 30, 2024

Name: JOHN BYRD
Title: Professor (D. Warren Brown Designated Chair in Leukemia Research)
College: Medicine
Term: July 1, 2019 through June 30, 2023

Name: DANIEL CLINCHOT
Title: Professor (Harry C. and Mary Elizabeth Powelson Professorship of Medicine)
College: Medicine
Term: September 1, 2019 through August 31, 2023

Name: GLENN DAEHN
Title: Professor (Dr. Mars G. Fontana Professorship in Metallurgical Engineering)
College: Engineering
Term: July 1, 2019 through June 30, 2024

Name: PHILIP DIAZ
Title: Professor (Battelle Professorship in Inhalation Therapeutics)
College: Medicine
Term: September 1, 2019 through August 30, 2023

Name: JEFFREY FOWLER
Title: Professor (John G. Boutselis, MD Chair in Gynecology)
College: Medicine
Term: July 1, 2018 through June 30, 2022

Name: RAMESH GANJU
Title: Professor (Ernest Scott, MD Endowed Professorship in Pathology)
College: Medicine
Term: July 1, 2019 through June 30, 2023

Name: ROGER GODDARD
Title: Professor (Novice G. Fawcett Chair in Educational Administration)
College: Education and Human Ecology
Term: August 18, 2019 through August 17, 2024

Name: PAUL JANSSEN
Title: Professor (Fred A. Hitchcock Professorship in Environmental Physiology):
College: Medicine
Term: September 1, 2019 through August 31, 2023

Name: SAFDAR KHAN
Title: Associate Professor (Dr. Benjamin R. and Helen Slack Wiltberger Memorial Chair in Orthopaedic Surgery)
College: Medicine
Term: July 1, 2019 through June 30, 2023

Name: EHUD MENDEL
Title: Professor (Justine Skestos Chair in Minimally Invasive Neurological SpinalSurgery)
College: Medicine
Term: July 1, 2019 through June 30, 2023

Name: MICHAEL MILLS
Title: Professor (Taine G. McDougal Professorship in Engineering)
College: Engineering
Term: July 1, 2019 through June 30, 2024

Name: JOHN NUSSTEIN
Title: Professor (Dr. William J. Meyers Endowed Chair in Endodontics)
College: Dentistry
Term: July 1, 2019 through June 30, 2024

Name: RAPHAEL POLLOCK
Title: Professor (Kathleen Wellenreiter Klotz Chair in Cancer Research)
College: Medicine
Term: November 1, 2019 through October 31, 2023

Name: VINAY PUDUVALLI
Title: Professor (Sanford and Rife Family Chair in Neuro-Oncology)
College: Medicine
Term: September 1, 2019 through August 31, 2023

Name: STEVEN RINGEL
Title: Professor (Neal A. Smith Char in Electrical Engineering)
College: Engineering
Term: July 1, 2019 through June 30, 2024

Name: THOMAS RYAN
Title: Professor (John G. and Jeanne Bonnet McCoy Chair in The Ohio State University Heart Center)
College: Medicine
Term: July 1, 2019 through June 30, 2023

Name: ABHAY SATOSKAR
Title: Professor (University Pathology Services Anatomic Pathology Professorship)
College: Medicine
Term: July 1, 2018 through June 30, 2022

Name: JAN SCHWAB
Title: Professor (William E. Hunt, MD and Charlotte M. Curtis Chair in Neuroscience)
College: Medicine
Term: February 1, 2019 through January 31, 2023

Name: PETER SHIELDS
Title: Professor (Julius F. Stone Chair in Cancer Research)
College: Medicine
Term: July 1, 2019 through June 30, 2023

Name: KENNETH YEAGER
Title: Professor (David E. Schuller MD Professorship for Patient Compassion)
College: Medicine
Term: September 1, 2019 through August 31, 2023

Extensions

Name: ANIL MAKHIJA
Title: Dean
College: Fisher College of Business
Term: July 1, 2019 through December 31, 2019

(See Appendix XV for background information, page 335)

DISCIPLINARY ACTION OF A UNIVERSITY FACULTY MEMBER

Resolution No. 2020-34

Synopsis: Disciplinary action of a university faculty member, is proposed.

WHEREAS it is the responsibility of the Board of Trustees, pursuant to section 3335.09 of the Ohio Revised Code, to remove professors and other employees as necessary; and

WHEREAS pursuant to Faculty Rule 3335-5-04 of the Administrative Code a formal complaint of grave misconduct was brought against Dr. Deborah Mitchell, a Clinical Associate Professor in The Ohio State University Fisher College of Business; and

WHEREAS the complaint was reviewed and investigated at each step of the process set forth in Faculty Rule 3335-5-04; and

WHEREAS the Chair of Dr. Mitchell's department and the Dean of the Fisher College of Business successively reviewed and advanced the complaint in accordance with Faculty Rule 3335-5-04(C) and (D); and

WHEREAS the Fisher College of Business College Investigation Committee investigated the complaint, determined that there was clear and convincing evidence to support a finding of grave misconduct against Dr. Mitchell, and recommended termination of employment based on that finding in accordance with Faculty Rule 3335-5-04(E); and

WHEREAS the Dean of the Fisher College of Business upheld the Committee's recommendation and proposed sanction in accordance with Faculty Rule 3335-5-04(F); and

WHEREAS on appeal from Dr. Mitchell, the Provost reviewed the matter and upheld the Dean's decision and sanction in accordance with Faculty Rule 3335-5-04(G); and

WHEREAS on appeal from Dr. Mitchell, the Faculty Hearing Committee selected a faculty panel that held a hearing and thereafter determined that there was clear and convincing evidence to support a finding of grave misconduct against Dr. Mitchell, and recommended termination of employment based on that finding in accordance with Faculty Rule 3335-5-04(H); and

WHEREAS upon receipt of the Faculty Hearing Committee's decision and additional arguments from Dr. Mitchell, University President Michael V. Drake reviewed the matter and recommended termination of employment to the Board of Trustees in accordance with Faculty Rule 3335-5-04(I); and

WHEREAS Dr. Mitchell presented additional arguments to the Board of Trustees in writing in accordance with Faculty Rule 3335-5-04(J); and

WHEREAS the Board of Trustees, acting through Committee, deliberated based on consideration of the evidence in the record as well as the information provided by Dr. Mitchell in accordance with Faculty Rule 3335-5-04(J):

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that effective August 30, 2019, Dr. Deborah Mitchell's faculty appointment and employment with The Ohio State University be terminated.

(See Appendix XVI for background information, page 338)

APPROVAL OF FISCAL YEAR 2020 FINANCIAL PLAN

Resolution No. 2020-35

Synopsis: Approval of the financial plan for the fiscal year ending June 30, 2020, is proposed.

WHEREAS the state of Ohio Biennial Budget for state fiscal years 2020 and 2021, including funding levels for state institutions of higher education, was signed into law on July 17, 2019; and

WHEREAS tuition and fee levels for the Columbus and regional campuses for the fiscal year ending June 30, 2020, were approved at the July 10, 2019, Board of Trustees meeting; and

WHEREAS the president now recommends approval of the financial plan for the university for the fiscal year ending June 30, 2020:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the university's financial plan for the fiscal year ending June 30, 2020, as described in the accompanying Fiscal Year 2020 Financial Plan book and authorizes the president to make expenditures within the projected income.

(See Appendix XVII for background information, page 343)

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

Resolution No. 2020-36

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

WHEREAS a comprehensive periodic review of all chapters of the bylaws is a governance best practice; and

WHEREAS the last revisions to the Bylaws of the Ohio State University Board of Trustees took place in May 2019; and

WHEREAS the Board of Trustees desires to update board committee structure and other board practices as described in the Bylaws of the Ohio State University Board of Trustees; and

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

NOW THEREFORE

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

(See Appendix XVIII for background information, page 414)

Mr. Smucker:

Thank you, President Drake. First, we will hold a separate vote on item No. 4 — Authorization to Enter Into Professional Services and Construction Contracts. Please note that Mr. Fischer and Mr. Von Thaaer have been advised to abstain.

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

Ms. Eveland:

Motion carries.

Mr. Smucker:

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

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

Ms. Eveland:

Motion carries.

Mr. Smucker:

Thank you for everyone's contributions today. The next meeting of the Board of Trustees is Friday, November 22, 2019. If there is no further business, this meeting is adjourned. Thank you again for hosting us at this wonderful facility.

Attest:

Timothy P. Smucker
Chairman

Jessica A. Eveland
Secretary

DEGREES AND CERTIFICATES

Note: The Degrees and Certificates approved at the May 2019 Board of Trustees meeting were awarded on August 4, 2019. The full commencement program is included here as Appendix XIX, page 425.



SUMMARY OF ACTIONS TAKEN

August 28, 2019 - Wexner Medical Center Board Meeting

Voting Members Present:

Leslie H. Wexner
Timothy P. Smucker
Abigail S. Wexner
Cheryl L. Krueger
Hiroyuki Fujita

John W. Zeiger
Janet Porter
Stephen D. Steinour
Robert H. Schottenstein
Cindy Hilsheimer

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

Non-Voting, Ex-Officio Members Present:

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

Andrew M. Thomas
Mary A. Howard
Susan D. Moffat-Bruce
William B. Farrar

Thomas Ryan
Amanda N. Lucas

Members Absent:

Elizabeth O. Seely
W.G. "Jerry" Jurgensen

PUBLIC SESSION

The Wexner Medical Center Board convened for its 31st meeting on Wednesday, August 28, 2019, in the Ross Auditorium of the Richard M. Ross Heart Hospital. Board Secretary Jessica A. Eveland called the meeting to order at 10:00 a.m.

Item for Action

1. Approval of Minutes: No changes were requested to the May 29, 2019, meeting minutes; therefore, a formal vote was not required and the minutes were considered approved.

Items for Discussion

2. Chancellor's Report: Dr. Harold L. Paz, Ohio State's first executive vice president and chancellor for health affairs, introduced a number of new leaders at the medical center and shared impressive highlights related to our academic healthcare enterprise. For the 27th consecutive year, the Wexner Medical Center has been included among *U.S. News & World Report's* "Best Hospitals" list. The medical center ranked No. 1 in central Ohio and four of our specialties are nationally ranked, a distinction that only approximately 1 percent of hospitals across the nation receive. Earlier this month, the medical center celebrated its ten-thousandth solid organ transplant — a milestone that has been reached by fewer than 10 percent of the United States' transplant centers. And Ohio State is the first university in the nation to be featured by the National Academy of Medicine as a role model for wellness and prevention when it comes to the issue of clinician burnout. Also, FY19 was a record-breaking year for research funding at the College of Medicine with more than \$268 million in total funding, which is a 29 percent increase over last year.
3. Leading the Way: Opioid Epidemic: Drs. Andy Thomas and Becky Jackson talked at length about the \$65.9 million federal HEAL grant the university received in the spring from the National Institutes for Health to address the opioid epidemic. Roughly 130 Americans die every day from opioid overdose as part of this national crisis. As Dr. Jackson said, as a land-grant institution in the heart of one of the states that has been hardest hit by this epidemic, Ohio State has a moral responsibility to step up and work with academic, state and community partners to reduce opioid overdose deaths by 40 percent over the next three years.



THE OHIO STATE UNIVERSITY

Items for Action

4. Resolution No. 2020-05, FY20 Hospitals Plan for Patient Care Services (Wexner Medical Center)

Synopsis: Approval of the annual review of the plan for patient care services for the hospitals at The Ohio State University Wexner Medical Center including University Hospital, Richard M. Ross Heart Hospital, Harding Hospital, East Hospital, and Brain and Spine Hospital, is proposed.

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

WHEREAS the plan for inpatient and outpatient care services describes the integration of clinical departments and personnel who provide care and services to patients at The Ohio State University Wexner Medical Center was approved by the Quality and Professional Affairs Committee of the Wexner Medical Center Board on June 25, 2019:

NOW THEREFORE

BE IT RESOLVED, That the Wexner Medical Center Board hereby approves the plan for patient care services for The Ohio State University Wexner Medical Center as outlined in the attached Plan for Patient Care Services.

(See Attachment I for background information, page 160)

5. Resolution No. 2020-06, FY20 Hospital Plan for Providing Patient Care Services (James Cancer Hospital)

Synopsis: Approval of the annual review of the plan for providing patient care services for the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute, is proposed.

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

WHEREAS the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute plan for providing inpatient and outpatient care services describes the integration of clinical departments and personnel who provide care and services to patients at The James Cancer Hospital and was approved by the Quality and Professional Affairs Committee of the Wexner Medical Center Board on June 25, 2019:

NOW THEREFORE

BE IT RESOLVED, That the Wexner Medical Center Board hereby approves the plan for providing patient care services for the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute as outlined in the attached Plan for Providing Patient Care Services.

(See Attachment II for background information, page 171)



THE OHIO STATE UNIVERSITY

Items for Action (continued)

6. Resolution No. 2020-07 FY20 Clinical Quality Management, Patient Safety, and Service Plan (Wexner Medical Center) Synopsis:
Approval of the annual review of the Clinical Quality Management, Patient Safety, and Service Plan for The Ohio State University Wexner Medical Center, is proposed.
WHEREAS the mission of the Wexner Medical Center is to improve people's lives through the provision of high-quality patient care;
and
WHEREAS the FY20 Clinical Quality Management, Patient Safety, and Service Plan outlines assessment and improvement of processes in order to deliver safe, effective, optimal patient care and services in an environment of minimal risk for patients of the hospitals and clinics at The Ohio State University Wexner Medical Center; and
WHEREAS the FY20 Clinical Quality Management, Patient Safety, and Service Plan for The Ohio State University Wexner Medical Center was approved by the Quality and Professional Affairs Committee on August 27, 2019:
NOW THEREFORE
BE IT RESOLVED, That the Wexner Medical Center Board hereby approves the FY20 Clinical Quality Management, Patient Safety, and Service Plan for The Ohio State University Wexner Medical Center.
(See Attachment III for background information, page 188)

7. Resolution No. 2020-08, FY20 Clinical Quality, Patient Safety and Reliability Plan (James Cancer Hospital)
Synopsis: Approval of the annual review of the clinical quality, patient safety and reliability plan for The Arthur G. James Cancer Hospital, is proposed.
WHEREAS the mission of the Wexner Medical Center and The James Cancer Hospital is to improve people's lives through the provision of high-quality patient care; and
WHEREAS the FY20 Clinical Quality, Patient Safety and Reliability 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 James Cancer Hospital; and
WHEREAS the FY20 Clinical Quality, Patient Safety and Reliability Plan was approved by the Quality and Professional Affairs Committee on August 27, 2019:
NOW THEREFORE
BE IT RESOLVED, That the Wexner Medical Center Board hereby approves the FY20 Clinical Quality, Patient Safety and Reliability Plan for the James Cancer Hospital.
(See Attachment IV for background information, page 218)



Items for Action (continued)

8. Resolution No. 2020-09, Ratification of Committee Appointments 2019-2020

BE IT RESOLVED, That the Wexner Medical Center Board hereby approves that the ratification of appointments to the Quality and Professional Affairs Committee for 2019-2020 are as follows:

Quality and Professional Affairs Committee

Cheryl L. Krueger, Chair

Janet Porter, Vice Chair

Harold L. Paz

Bruce A. McPheron

Michael Papadakis

David P. McQuaid

Andrew M. Thomas

David E. Cohn

ELIZABETH SEELY

MINKA SCHOFIELD

AMIT AGRAWAL

Scott A. Holliday

Iahn Gonsenhauser

CHERYL HOYING

Kristopher M. Kipp

Abigail S. Wexner (ex officio)

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

Items for Discussion

1. Wexner Medical Center Operations Report: In July, the Joint Commission performed visited the Wexner Medical Center. David McQuaid, CEO of the Ohio State Healthy System and COO of the Wexner Medical Center, shared that the medical center received an excellent report from the commission. He also gave a construction update. Last year, the board approved a \$26 million renovation to OSU East Hospital. That project is on track to be completed in 2020, and it will ultimately add another 43 beds to the total count. Additionally, all land acquisitions related to the three beltway ambulatory sites have been finalized. Construction is underway on the site at Hamilton Road, with a planned opening in the summer of 2021; design is underway for the Dublin facility; and design will begin next year for the Delaware County facility.
2. James Cancer Hospital Report: Dr. William B. Farrar, CEO of The James, discussed the success of Pelotonia. The 2019 bike ride took place in August with close to 7,500 riders, 3,300 virtual riders and more than 300 volunteers, and Pelotonia recently announced that its total dollars raised since the organization's inception has surpassed \$200 million. Dr. Farrar also expressed The James' appreciation for the five-year financial pledge Pelotonia announced last month in support of the Pelotonia Institute for Immunology. This \$102 million pledge is the largest donation in the cancer center's history. The new institute will focus exclusively on an innovative area of research that harnesses the body's immune system to fight cancer and is redefining how cancer is prevented, detected and treated in the United States.
3. Wexner Medical Center Financial Report: Wexner Medical Center CFO Mark Larmore walked the group through the unaudited financial statements for the year ending June 30, 2019. The health system had an excellent year with a bottom line of \$342 million. Revenue grew by 9.9 percent and expenses grew by 8.6 percent year over year as well. And when you add in the medical center to those figures, the excess of revenue over expenses exceeded \$400 million, so the enterprise continues to grow.



Items for Action

9. Resolution No. 2020-10, Recommend for Approval to Enter Into/Increase Professional Services and Enter Into/Increase Construction Contracts

NOTE: This item for action contains only the contracts related to the Wexner Medical Center.

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

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

	Professional Service Approval Requested	Total Project Cost	
West Campus Infrastructure	\$1.9M	\$17.5M	Auxiliary Funds University Funds Partner Funds

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

	Prof. Serv. Approval Requested	Construction Approval Requested	Total Requested	
Dodd Parking Garage	\$2.6M	\$30.7M	\$33.3M	Auxiliary Funds Partner Funds
Interdisciplinary Health Sciences Center	\$5.5M	\$131.0M	\$155.9M	Fundraising University Funds Auxiliary Funds State Funds
Martha Morehouse Facility Improvements	\$3.4M	\$1.7M	TBD	Auxiliary Funds

NOW THEREFORE

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

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

(See Attachment V for background information, page 250)

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



EXECUTIVE SESSION

It was moved by Mrs. Wexner, and seconded by Dr. Porter, that the board recess into executive session to consider business-sensitive trade secrets required to be kept confidential by federal and state statutes, to discuss quality matters which are required to be kept confidential under Ohio law, to discuss personnel matters concerning the appointment, employment and compensation of public officials, and to discuss the purchase of real property.

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

The board entered executive session at 11:51 a.m. and the board meeting adjourned at 2:25 p.m.



Approvals:
MSAC- 6/10/2015; 6/8/2016; 6/14/2017; 06/13/2018
QPAC-7/22/2015; 6/28/2016; 6/27/2017; 8/20/2018
Wexner Medical Center Board - 8/25/2015, 8/31/2016;
8/23/2017, 8/28/2018

TITLE: THE OHIO STATE UNIVERSITY WEXNER MEDICAL CENTER INCLUDING UNIVERSITY HOSPITAL, RICHARD M. ROSS HEART HOSPITAL, BRAIN AND SPINE HOSPITAL, HARDING HOSPITAL, AND EAST HOSPITAL PLAN FOR PATIENT CARE SERVICES

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

OSU WEXNER MEDICAL CENTER MISSION, VISION AND VALUES

Mission Statement:

To improve health in Ohio and across the world through innovation in research, education and patient care.

Vision Statement:

By pushing the boundaries of discovery and knowledge, we will solve significant problems and deliver unparalleled care.

Values:

Inclusiveness, Determination, Empathy, Sincerity, Ownership and Innovation

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

PHILOSOPHY OF PATIENT CARE SERVICES

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

- a) A mission statement that outlines the synergistic relationship between patient care, research, and education;
- b) Long-range strategic planning with hospital leadership to determine the services to be provided; including, but not limited to essential services as well as special areas of concentration (Cancer, Heart, Neurosciences, Transplant, Diabetes, Musculoskeletal, Digestive Diseases, and Critical Care);
- c) Establishing annual goals and objectives that are consistent with the hospital mission, which are based on a collaborative assessment of needs;
- d) Planning and design conducted by hospital leadership, which involves the potential communities to be served;
- e) Provision of services that are appropriate to the scope and level required by the patients to be served based on assessment of need;
- f) Ongoing evaluation of services provided through formalized processes; e.g., performance assessment and improvement activities, budgeting and staffing plans;
- g) Integration of services through the following mechanisms: continuous quality improvement teams; clinical interdisciplinary quality programs; performance assessment and improvement activities; communications through management team meetings, administrative staff meetings, special forums, and leadership and employee education/development;

- h) Maintaining competent patient care leadership and staff by providing education designed to meet identified needs;
- i) Respect for each patient's rights and decisions as an essential component in the planning and provision of care; and,
- j) Staff member behaviors reflect a philosophical foundation based on the values of The Ohio State University Wexner Medical Center.

THE HOSPITAL LEADERSHIP

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

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

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

Other leadership responsibilities include:

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

- i) Approving the organizational plan to prioritize areas for improvement, developing mechanisms to provide appropriate follow up actions and/or reprioritizing in response to untoward and unexpected events;
- j) Implementing an effective and continuous program to improve patient safety;
- k) Appointing appropriate committees, task forces, and other forums to ensure interdepartmental collaboration on issues of mutual concerns and requiring interdisciplinary input; and,
- l) Supporting patient rights and ethical considerations.

ROLE OF THE CHIEF NURSING and PATIENT CARE SERVICES OFFICER

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

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

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

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

The Chief Nursing and Patient Care Services Officer and ACNOs ensure the following functions are addressed:

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

DEFINITION OF PATIENT SERVICES, PATIENT CARE AND PATIENT SUPPORT

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

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

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

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

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

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

SCOPE OF SERVICES / STAFFING PLANS

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

- the types and age ranges of patients served;

- methods used to assess and meet patient care needs (includes services most frequently provided such as procedures, services, etc.);
- the scope and complexity of patient care needs (such as most frequent diagnosis);
- support services provided directly or through referral contact;
- the extent to which the level of care or service meets patient need (hours of operation if other than 24 hours a day/7days a week and method used for ensuring hours of operation meet the needs of the patients to be served with regard to availability and timeliness);
- the availability of necessary staff (staffing plans) and;
- recognized standards or practice guidelines, when available (the complex or high level technical skills that might be expected of the care providers).

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

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

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

STANDARDS OF CARE

Patients of the Hospitals can expect that:

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

- d. In a manner that maximizes the efficient use of financial and human resources, streamlines processes, decentralizes services, enhances communication, supports technological advancements and maintains patient safety.

Patient Assessment:

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

Coordination of Care:

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

STANDARDS OF COMPETENT PERFORMANCE/STAFF EDUCATION

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

CARE DELIVERY MODEL

The care delivery model is guided by the following goals:

- The patient and family will experience the benefits of the AACN Synergy model for patient care. This model is driven by the core concept that the patient and family needs influence the competencies and characteristics of the nursing care provided. The benefits include enhanced quality of care, improved service, appropriate length of hospitalization and minimized cost.
- Hospital employees will demonstrate values and behaviors consistent with the OSUWMC Buckeye Spirit set of core values. The philosophical foundation reflects a culture of inclusiveness, sincerity, determination, ownership, empathy and innovation.
- Effective communication will impact patient care by ensuring timeliness of services, utilizing staff resources appropriately, and maximizing the patient's involvement in his/her own plan of care.
- Configuring departmental and physician services to accommodate the care needs of the patient in a timely manner will maximize quality of patient care and patient satisfaction.
- The Synergy professional nursing practice model is a framework which reflects our underlying philosophy and vision of providing care to patients based on their unique needs and characteristics. Aspects of the professional model support:
 - (1) matching nurses with specific skills to patients with specific needs to ensure "safe passage" to achieve the optimal outcome of their hospital stay;
 - (2) the ability of the nurse to establish and maintain a therapeutic relationship with their patients;
 - (3) the presence of an interdisciplinary team approach to patient care delivery. The knowledge and expertise of all caregivers is utilized to restore a patient to the optimal level of wellness based on the patient's definition;

- (4) physicians, nurses, pharmacists, respiratory therapists, case managers, dietitians and many other disciplines collaborate and provide input to patient care.
- The patient and family will be involved in establishing the plan of care to ensure services that accommodate their needs, goals and requests.
 - Streamlining the documentation process will enhance patient care.

PATIENT RIGHTS AND ORGANIZATIONAL ETHICS

Patient Rights

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

Organizational Ethics

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

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

Biomedical Ethics

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

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

INTEGRATION OF PATIENT CARE, ANCILLARY AND SUPPORT SERVICES

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

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

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

CONSULTATIONS AND REFERRALS FOR PATIENT SERVICES

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

INFORMATION MANAGEMENT PLAN

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

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

PATIENT CARE ORGANIZATIONAL IMPROVEMENT ACTIVITIES

All departments are responsible for following the Hospitals' Quality Assurance and Performance Improvement plan.

PLAN REVIEW

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

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

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

DEPARTMENT	SERVICE
CARDIAC PROCEDURAL	Cardiac procedural areas include both cardiac catheterization and electrophysiology. Procedures may be diagnostic or interventional.
CASE MANAGEMENT	As part of the health care team, provides personalized care coordination and resource management with patients and families.
CHAPLAINCY AND CLINICAL PASTORAL EDUCATION	Assists patients, their families and hospital personnel in meeting spiritual needs through professional pastoral and spiritual care and education.
CLINICAL ENGINEERING	Routine equipment evaluation, maintenance, and repair of electronic equipment owned or used by the hospital; evaluation of patient owned equipment.
CLINICAL LABORATORY	Responsible for pre-analytic, analytic and post-analytic functions on clinical specimens in order to obtain information about the health of a patient as pertaining to the diagnosis, treatment, and prevention of disease; assisting care providers with clinical information related to patient care, education, and research.
COMMUNICATIONS AND MARKETING	Responsible for developing strategies and programs to promote the organization's overall image and specific products and services to targeted internal and external audiences. Handles all media relations, advertising, internal communications, special events and publications.
DECEDENT AFFAIRS	Provide support to families of patients who died & assist them with completing required disposition decisions. Ensure notification of the CMS designated Organ Procurement Agency (OPO) – Lifeline of Ohio (Lifeline). Promote & facilitate organ/eye/tissue donation by serving as the OSU hospital Lifeline Liaison. Analyze data provided by Lifeline regarding organ/tissue/eye donation.
DIAGNOSTIC TRANSPORTATION	Provision of on-site transportation services for patients requiring diagnostic, operative or other ancillary services.
DIALYSIS	Dialysis is provided for inpatients of the medical center within a dedicated unit unless the patient cannot be moved. In those instances, bedside dialysis will be administered.
EARLY RESPONSE TEAM (ERT)	Provides timely diagnostic and therapeutic intervention before there is a cardiac or respiratory arrest or an unplanned transfer to the Intensive Care Unit. Consists of a Critical Care RN and Respiratory Therapist who are trained to help patient care staff when there are signs that a patient's health is declining.
EDUCATIONAL DEVELOPMENT & RESOURCES	Provides and promotes ongoing development and training experiences to all member of the OSU Wexner Medical Center community; provides staff enrichment programs, organizational development, leadership development, orientation and training, skills training, continuing education, competency assessment and development, literacy programs and student affiliations.
ENDOSCOPY	Provides services to patients requiring a nonsurgical review of their digestive tract.
ENVIRONMENTAL SERVICES	Provides quality monitoring for routine housekeeping in patient rooms. Routine housekeeping of nursing unit environment. Additional services upon request: extermination, wall cleaning, etc.
EPIDEMIOLOGY	Enhance the quality of patient care and the work environment by minimizing the risk of acquiring infection within the hospital setting.
FACILITIES OPERATIONS	Provide oversight, maintenance and repair of the building's life safety, fire safety, and

DEPARTMENT	SERVICE
	utility systems. Provide preventative, repair and routine maintenance in all areas of all buildings serving patients, guests, and staff. This would include items such as electrical, heating and ventilation, plumbing, and other such items. Also providing maintenance and repair to basic building components such as walls, floors, roofs, and building envelope. Additional services available upon request.
FISCAL SERVICES	Works with departments/units to prepare capital and operational budgets. Monitors and reports on financial performance monthly.
HUMAN RESOURCES	Serves as a liaison for managers regarding all Human Resources information and services; assists departments with restructuring efforts; provides proactive strategies for managing planned change within the Health System; assists with Employee/Labor Relations issues; assists with performance management process; develops compensation strategies; develops hiring strategies and coordinates process for placements; provides strategies to facilitate sensitivity to issues of cultural diversity; provides HR information to employees, and establishes equity for payroll.
INFORMATION SYSTEMS	Work as a team assisting departments to explore, deploy and integrate reliable, state of the art Information Systems technology solutions to manage change.
MATERIALS MANAGEMENT	Routinely stocks supplies in patient care areas, distributes linen. Sterile Central Supply, Storeroom - upon request, distributes supplies/equipment not stocked on units.
MEDICAL INFORMATION MANAGEMENT	Maintains patient records serving the needs of the patient, provider, institution, and various third parties to health care.
NUTRITION SERVICES	Provides nutrition care and food service for Medical Center patients, staff, students, and visitors. Clinical nutrition assessment, care plan development, and consultation are available in both inpatient and outpatient settings. The Department provides food service to inpatients and selected outpatient settings in addition to operating a variety of retail café locations and acts as a liaison for vending and sub-contracted food services providers. Serve as dietetic education preceptors.
PATIENT ACCESS SERVICES	Coordinates registration/admissions with nursing management.
PATIENT EXPERIENCE	Develops programs for support of patient relations and customer service, and includes front-line services such as information desks.
PATIENT FINANCIAL SERVICES	Provides financial assistance upon request from patient/family. Also responsible for posting payments from patients and insurance companies among others to a patient's bill for services.
PERIOPERATIVE SERVICES	Perioperative Services include preoperative, intraoperative and postoperative care.
PHARMACY	Provides comprehensive pharmaceutical care through operational and clinical services. Responsible for medication distribution via central and satellite pharmacies, as well as 797 compliant IV compounding room and automated dispensing cabinets. Some of the many clinical services include pharmacokinetic monitoring, renal and hepatic dose adjustments, and patient educational Specialist pharmacists also round with patient care teams to optimize medication regimens and serve as the team's primary medication information resource.
QUALITY AND OPERATIONS IMPROVEMENT	Provides an integrated quality management program and facilitates continuous quality improvement efforts throughout the medical center.
RADIOLOGIC SERVICES	Diagnostic and therapeutic procedures in MR, CT, X-ray, Fluoroscopy, Interventional Radiology, Ultrasonography. Radiologic Services can be provided at inpatient, outpatient, and emergency locations.
RESPIRATORY THERAPY	Provide all types of respiratory therapeutic interventions and diagnostic testing, by

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



Revised: June 19, 2019 MSAC Approval: June 21, 2019 Board Approval:

**THE ARTHUR G. JAMES CANCER HOSPITAL AND
RICHARD J. SOLOVE RESEARCH INSTITUTE
PLAN FOR PROVIDING PATIENT CARE SERVICES**

Prepared by: **ADMINISTRATION**

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

THE HOSPITAL’S MISSION, VISION, AND VALUES

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

Vision: Create a cancer-free world, one person, one discovery at a time.

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

At The James, no cancer is routine. Our researchers and oncologists study the unique genetic makeup of each patient’s cancer, understand what drives it to develop and deliver the most advanced targeted treatment for the individual patient. The James’ patient-centered care is enhanced by the teaching and research programs. Our mission, and our staff are dedicated to its fulfillment and success, distinguishes The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute as one of the nation’s premier cancer treatment centers.

Philosophy of Patient Care Services

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

- Maintaining a current mission statement which outlines the synergistic relationship between patient care, research, and teaching;

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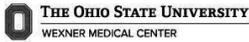
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- Developing a long-range strategic plan with input from hospital leaders to determine the services to be provided;
- Establishing annual goals and objectives that are consistent with the hospital mission, the strategic plan, and which are based on a collaborative assessment of patient/family and the community's needs;
- Planning and designing from the hospital leadership, involving the communities to be served;
- Providing services appropriate to the scope and level required by each patient served based on assessment of need;
- Evaluating ongoing services provided through formalized processes; such as performance assessment and improvement activities, budgeting and staffing plans;
- Integrating services through the following mechanisms: continuous quality improvement teams; clinical interdisciplinary quality programs; performance assessment and improvement activities; communications through management operations meetings, Division of Nursing governance structure, Medical Staff Administrative Committee, administrative staff meetings, participation in OSUWMC and Ohio State governance structures, special forums, and leadership and employee education/development;
- Maintaining competent patient care leadership and staff by providing education designed to meet identified needs;
- Respecting each patient's rights and their decisions as an essential component in the planning and provision of care; and
- Assuring that every staff member demonstrates behaviors which reflect a philosophical foundation based on the values of The James Cancer Hospital and Richard J. Solove Research Institute.

Hospital Leadership

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

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The planning process includes an assessment of our customer and community needs. This process begins with:

- Developing a long range strategic plan;
- Developing operational plans;
- Establishing annual operating and capital budgets, monitoring compliance;
- Establishing resource allocations and policies, and;
- Ongoing evaluation of each plan's implementation and success.

The planning process addresses both patient care functions (patient rights, patient assessment, patient care, patient safety, patient and family education, coordination of care, and discharge planning) and organizational support functions (information management, human resource management, infection control, quality, the environment of care, and the improvement of organization performance).

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

Other leadership responsibilities include:

- Communicating the organization's mission, goals, objectives and strategic plans across the organization;
- Ensuring appropriate and competent management and leadership of all services and/or departments;
- Collaborating with community leaders and organizations to ensure services are designed to be appropriate for the scope and level of care required by the patients and communities served;
- Supporting the continuum of care by integrating systems and services to improve efficiencies and care from the patient's viewpoint;

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- Ensuring staffing resources are available and competent to effectively meet the needs of the patients served and to provide a comparable level of care to patients in all areas where patient care is provided;
- Ensuring the provision of a uniform standard of patient care throughout the continuum of care;
- Providing appropriate job enrichment, employee development and continuing education opportunities that serve to promote retention of staff and to foster excellence in care delivery and support services;
- Establishing standards of care that all patients can expect and which can be monitored through the hospital's performance assessment and improvement plan;
- Approving the organizational plan to prioritize areas for improvement, developing mechanisms to provide appropriate follow up actions and/or reprioritizing in response to untoward and unexpected events;
- Implementing an effective and continuous program to improve patient safety;
- Appointing appropriate committees, task forces, and other forums to ensure interdepartmental collaboration on issues of mutual concerns and requiring interdisciplinary input; and,
- Supporting patient rights and ethical considerations.

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

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

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

- Evaluating of patient care programs, policies, and procedures which describe how patients' care needs are assessed, evaluated, and met throughout the organization;
- Developing and implementing the Plan for the Provision of Patient Care;

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- Participating with leaders from the governing body, medical staff and clinical areas in organizational decision-making, strategic planning and in planning and conducting performance improvement activities through the organization;
- Implementing an effective, ongoing program to assess, measure and improve the quality and safety of care provided to patients;
- Developing, approving, and implementing standards of nursing practice, standards of patient care, and patient care policies and procedures that include current research and evidence based practice;
- Participating with organizational leaders to ensure that resources are allocated to provide sufficient number of qualified staff to provide patient care;
- Ensuring that services are available to patients on a continuous, timely basis; and
- Reviewing and/or revising the Plan for the Providing Patient Care Services on an annual basis.

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

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

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

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

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function collaboratively as part of an interdisciplinary, patient-focused care team in order to achieve positive patient outcomes and personalized care.

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

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

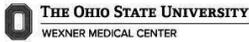
Patient Support is provided by a variety of individuals and departments which may not have direct contact with patients, but which support the integration and continuity of care provided throughout the continuum of care by the hands-on care providers.

Scope of Services/Staffing Plans

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

- The types and age ranges of patients served;
- Methods used to assess and meet patient care needs (including services most frequently provided such as procedures, medication administration, surgery, etc.);
- The scope and complexity of patient care needs;
- The appropriateness, clinical necessity and timeliness of support services provided directly or through referral contact;

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- The extent to which the level of care or service meets patient needs, hours of operation if other than 24 hours a day/7days a week, and a method used to ensure hours of operation meet the needs of the patients to be served with regard to availability and timeliness;
- The availability of necessary staff (staffing plans); and
- Recognized standards or practice guidelines.

Staffing plans for patient care service departments are developed based on the level and scope of care provided, the frequency of the care to be provided, and a determination of the level of staff that can most appropriately, competently, and confidently provide the type of care needed. Nursing units are staffed to accommodate a projected average daily patient census. Unit management (including nurse manager, assistant nurse manager, charge nurse or the Administrative Nursing Supervisor (ANS) provides onsite oversight in the absence of the Nurse Manager) reviews patient demands to plan for adequate staffing. Staffing can be increased or decreased to meet patient needs or changes in volume. When the census is high or the need is great, float/resource staff are available to assist in providing care.

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

Standards of Care

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

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

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

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

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

Patient Assessment:

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

Coordination of Care:

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

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

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

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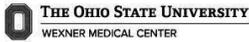


Care Delivery Model

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

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

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Patient Rights and Organizational Ethics

Patient Rights

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

Organizational Ethics

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

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

Biomedical Ethics

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

- Improve patient care and ensure patient safety.
- Clarify any uncertainties regarding medical decisions.
- Explore the values and principles of underlying disagreements.

The James



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WEXNER MEDICAL CENTER

- Facilitate communication between the attending physician, the patient, members of the treatment team and the patient's family (as appropriate).
- Mediate and resolve disagreements.

Integration of Patient Care and Support Services

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

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

Consultations and Referrals for Patient Services

The James provides services as identified in this plan in order to meet the needs of our community. Patients who have assessed needs that require services not offered at The James are transferred in a timely manner after stabilization; and/or transfers are arranged with another quality facility.

Safe transportation is provided by air or ground ambulance with staff and equipment appropriate to the required level of care. Physician consultation occurs prior to transfer to ensure continuity of care. Referrals for outpatient care occur based on patient need.

The James



Information Management Plan

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

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

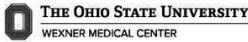
Patient Organization Improvement Activities

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

Plan Review

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

The James

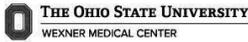


Appendix A: Scope of Services: Patient Ancillary and Support Services

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

DEPARTMENT	SERVICE
Chaplaincy and Clinical Pastoral Education	Assist patients, their families and hospital personnel in meeting spiritual needs through professional pastoral and spiritual care and education.
Clinical Engineering	Routine equipment evaluation, maintenance, and repair of electronic equipment, evaluation of patient owned equipment. Refer to James Hospital Policy 04-08 "Equipment Safety for Patient Care Areas."
Cell Therapy Laboratory	Responsible for the processing, cryopreservation and storage of cells for patients undergoing bone marrow or peripheral blood stem cell transplantation.
Clinical Call Center	Nurse-run telephone triage department that receives and manages telephone calls regarding established James patients outside normal business hours. The hours of operation for this department are: 4:00 p.m. – 8:30 a.m. Monday through Friday and 24 hours a day on Saturday, Sunday and all university holidays.
Communications and Marketing	Responsible for developing strategies and programs to promote the organization's overall image, brand, reputation, and specific products and services to targeted internal and external audiences. Manages all media relations, advertising, internal communications, special events, digital and social properties, collateral materials and publications for the hospital.
Decedent Affairs	Provide support to families of patients who died and assist them with completing required disposition decisions. Ensure notification of the CMS designated Organ Procurement Agency – Lifeline of Ohio (Lifeline). Promote and facilitate organ/eye/tissue donation by serving as the OSU Hospital Lifeline Liaison. Analyze data provided by Lifeline regarding organ/tissue/eye donation.
Diagnostic Testing Areas	Provide tests based on verbal, electronic or written consult requests. Final Reports are included in the patient record.

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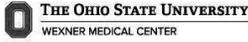
Early Response Team (ERT)	Provide timely diagnostic and therapeutic intervention before there is a cardiac or respiratory arrest or an unplanned transfer to the Intensive Care Unit. The team is comprised of response RN and Respiratory Therapist trained to assist patient care staff when there are signs that a patient's health is declining.
Educational Development and Resources	Provides and promotes ongoing development and training experiences to all members of The James Cancer Hospital community; provide staff enrichment programs, organizational development, leadership development, orientation and training, skills training, continuing education, competency assessment and development, literacy programs and student affiliations.
Endoscopy	Provide services to patients requiring a nonsurgical review of their digestive tract.
Environmental Services	Provide housekeeping/cleaning and disinfecting of patient rooms and nursing unit environments.
Epidemiology	Enhance the quality of patient care and the work environment by minimizing the risk of acquiring infection within the hospital and ambulatory settings.
Facilities Operations	Provide oversight, maintenance and repair of the building's life safety, fire safety, and utility systems. Provides preventative, repair and routine maintenance in all areas of all buildings serving patients, guests, and staff.
Financial Services	Assist managers in preparation and management of capital and operational budgets; provide comprehensive patient billing services and works with patients and payers to facilitate meeting all payer requirements for payment.
Human Resources	Serve as a liaison for managers regarding all human resources information and services; assist departments with restructuring efforts; provide proactive strategies for managing planned change within the health system; assist with Employee/Labor Relations issues; assists with performance management process; develops compensation strategies; develop hiring strategies and coordinates process for placements; provide strategies to facilitate sensitivity to issues of cultural diversity; provide human resources information to employees, and established equity for payroll.
Immediate Care Center (ICC)	Patients are seen for symptom management related to their disease, or treatment of their disease, and any acute needs requiring evaluation by an advanced practice provider (APP), subsequent treatments, and/or supportive care infusion therapy. Patient visits may include diagnostic, interpretive analysis, and minor invasive procedures. Referrals to other physicians, home care and hospice agencies, dieticians etc. are made by our APPs in collaboration with the primary team.

The James



Information Systems	Assist departments to explore, deploy and integrate reliable, state-of-the-art information systems technology solutions to manage change.
Laboratory	Provide laboratory testing of ambulatory patients with a diagnosis of malignant disease and those that require urgent medical treatment given by the emergency department. Lab Reports are included in the patient record.
Materials Management	Supply stock in patient care areas.
Medical Information Management	Maintain patient records serving the needs of the patient, provider, institution and various third parties to health care in the inpatient and ambulatory setting.
Nutrition Services	Provide nutrition care and food service to The James and ambulatory site patients, staff and visitors. Clinical nutrition assessment and consultation are available in both inpatient and outpatient settings. The department provides food service to inpatients and selected ambulatory settings.
Oncology Laboratories	Provide clinical laboratory support services for medical, surgical blood & marrow transplantation and radiation oncology units.
Pathology	The Molecular Pathology Laboratory provides testing of inpatient and ambulatory patients with a diagnosis of malignant disease and/or genetic disease. Final Reports are included in the patient record.
James Patient Access Services (JPAS)	Coordinate registration/admissions with nursing management.
Patient Care Resource Management and Social Services	Provide personalized care coordination and resource management with patients and families. Provide discharge planning, coordination of external agency contacts for patient care needs and crisis intervention and support for patients and their families. Provide services upon phone/consult request of physician, nurse or the patient or family.
Patient Education	Provide easy-to-understand educational resources that facilitate patient learning and encourage the patient to take an active role in their care. These resources are evidence-based, comply with national standards for health literacy/plain language/accessibility and meet Joint Commission and organizational standards. Based on their assessment, clinicians use patient education resources to assist in patient and caregiver understanding and to reinforce the learning provided during their hospital stay or clinic visit.
Patient Experience	Develop programs for support of patient relations and customer service and information desk. Volunteers do way-finding, host visitors in waiting areas, serve as patient/family advisors and assist staff. Volunteer Services serves as a liaison for the Service Board auxiliary, which annually grants money to department-initiated projects, enhancing the patient and family experience.

The James



Perioperative Services	Provide personalized care of the patient requiring surgical services, from pre-anesthesia through recovery, for the ambulatory and in-patient surgical patient.
Pharmacy	Patient care services are delivered via specialty practice pharmacists and clinical generalists. Each practitioner promotes optimal medication use and assists in achieving the therapeutic goals of the patients. Areas of service include, but are not limited to: Oncology, Breast Oncology, Hematology, Blood & Marrow Transplant, Gynecologic Oncology, Pain and Palliative Care, Anticoagulation Management, Infectious Disease, and Intensive Care.
Operations Improvement/Process Engineers	Operations Improvement Process Engineers utilize industrial engineering knowledge and skills, as well as LEAN and Six Sigma methods to provide internal consulting, coaching and training services for all departments across all parts of The James Cancer Hospital in order to develop, implement, and monitor more efficient, cost-effective business processes and strategies.
Pulmonary Diagnostics Lab	Provide services to patients requiring an evaluation of the respiratory system including pulmonary function testing, bronchoscopy and other diagnostic/interventional pulmonary procedures.
Quality and Patient Safety	Provide integrated quality management and facilitate continuous quality improvement efforts throughout the Hospital. Focus on the culture of safety and work with teams to provide information on trends and improvement opportunities.
Radiation Oncology	Responsible for clinical care related to the application of radiation treatments.
Radiology Services	Provide state-of-the-art radiological diagnostic and therapeutic testing and treatment. Services offered by the Radiology Imaging Department range from general radiography and fluoroscopy to new and advanced interventional procedures, contrast imaging, which include, but not limited to CT, MRI, IVP, etc., in which contrast agents are administered by IV certified radiology technologists.
Rehabilitation Services	Physical therapists, occupational therapists, speech and language pathologists and recreational therapists, evaluate, formulate a plan of care, and provide treatment based on physician referral and along with the interdisciplinary medical team for appropriate treatment and education needed for the established discharge plan.
Respiratory Therapy	Provide respiratory therapeutic interventions and diagnostic testing, by physician order including ventilator support, bronchodilator therapy, and pulmonary hygiene.
Safety	Hospital safety personnel handle issues associated with licensing and regulations, such as EPA, OSHA, and fire regulations.

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Security	Provide a safe and secure environment for patients, visitors, and staff members by responding to emergencies such as workplace violence, fires, bomb threats, internal and external disasters, armed aggressors, or any other incident that needs emergency response.
Social Work Services	Social Work Services are provided to patients/families to meet their medically related social and emotional needs as they impact on their medical condition, treatment, recovery and safe transition from one care environment to another. Social workers provide psychosocial assessment and intervention, crisis intervention, financial counseling, discharge planning, health education, provision of material resources and linkage with community agencies. Consults can be requested by members of the treatment team, patients or their family members.
Staff Development and Education	Provide and promote ongoing employee development and training related to oncology care, provides clinical orientation, and continuing education of staff.
Transfer Center	Coordinate with inpatient units and ancillary departments to ensure patient flow efficiency and timely access for patients who seek care. Provide transparency real-time across the Medical Center on capacity and all ADT (Admission, Discharge, and Transfer) activity. Timely and accurate patient placement based on level of care and service line is expedited through a capacity management technology platform.
Wound Care	Wound Care includes diagnosis and management for skin impairments.



Quality LEADERSHIP COUNCIL

The Ohio State University Wexner Medical Center

Clinical Quality Management, Patient Safety, & Service Plan

FY 2020

July 1, 2019 -June 30, 2020

Clinical Quality Management, Patient Safety, & Service Plan

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Clinical Quality Management, Patient Safety, & Service Plan

Ambition, Mission, Vision and Values

Our Ambition:

To be a leading academic medical center that drives breakthrough healthcare solutions to improve people's lives

Our Mission:

To improve health in Ohio and across the world through innovation in research, education and patient care

Our Vision:

By pushing the boundaries of discovery and knowledge, we will solve significant health problems and deliver unparalleled care

Our Values:

- Inclusiveness
- Determination
- Empathy
- Sincerity
- Ownership
- Innovation

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. The Plan was developed in accordance with The Joint Commission (TJC) accreditation standards and the Center for Medicare & Medicaid Services (CMS) Conditions of Participation outlining a Quality Assurance and Performance Improvement (QAPI) program.

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.

As part of the QAPI process, the organization provides oversight for contracted services. Each contract is categorized into one of four categories based on the goods or services provided: Professional Service, Supplies, Direct Patient Care, or directly relevant to a Condition of Participation. Once categorized, the appropriate evaluation for that contracted service category is utilized to evaluate the quality and performance improvement that has occurred or needs to occur. This evaluation is reviewed annually by the Medical Staff Administrative Committee (MSAC) and then forwarded to the Quality and Professional Affairs Committee of the Governing Body (**Contract Evaluation Template Attachment I**).

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



COMMITTEES:

Medical Center Board

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

The Medical Center Board receives clinical quality management, patient safety and service quality reports as scheduled, and provides resources and support systems for clinical quality management, patient safety and service quality functions, including medical/health care error occurrences and actions

taken to improve patient safety and service. Board members receive information regarding the responsibility for quality care delivery or provision, and the Hospital's Clinical Quality Management, Patient Safety and Service Plan. The Medical Center Board ensures all caregivers are competent to provide services.

Quality Professional Affairs Committee

Composition:

The committee shall consist of: no fewer than four voting members of the university Wexner medical center board, appointed annually by the chair of the university Wexner medical center board, one of whom shall be appointed as chair of the committee. The chief executive officer of the Ohio state university health system; chief medical officer of the medical center; the director of medical affairs of the James; the medical director of credentialing for the James; the chief of the medical staff of the university hospitals; the chief of the medical staff of the James; the associate dean of graduate medical education; the chief quality and patient safety officer; the chief nurse executive for the OSU health system; and the chief nursing officer for the James shall serve as ex-officio, voting members. Such other members as appointed by the chair of the university Wexner medical center board, in consultation with the chair of the quality and professional affairs committee.

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

- (1) Reviewing and evaluating the patient safety and quality improvement programs of the university Wexner medical center;
- (2) Overseeing all patient care activity in all facilities that are a part of the university Wexner medical center, including, but not limited to, the hospitals, clinics, ambulatory care facilities, and physicians' office facilities;
- (3) Monitoring quality assurance performance in accordance with the standards set by the university Wexner medical center;
- (4) Monitoring the achievement of accreditation and licensure requirements;
- (5) Reviewing and recommending to the university Wexner medical center board changes to the medical staff bylaws and medical staff rules and regulations;
- (6) Reviewing and approving clinical privilege forms;
- (7) Reviewing and approving membership and granting appropriate clinical privileges for the credentialing of practitioners recommended for membership and clinical privileges by the university hospitals medical staff administrative committee and the James medical staff administrative committee;
- (8) Reviewing and approving membership and granting appropriate clinical privileges for the expedited credentialing of such practitioners that are eligible by satisfying minimum approved criteria as determined by the university Wexner medical center board and are recommended for membership and clinical privileges by the university hospitals medical staff administrative committee and the James medical staff administrative committee;

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

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

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

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

Medical Staff Administrative Committees (MSACs)

Composition: Refer to Medical Staff Bylaws and Rules and Regulations

Function: Refer to Medical Staff Bylaws and Rules and Regulations

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

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

Quality Leadership Council (QLC):

Composition: Refer to Medical Staff Bylaws and Rules and Regulations

Function: Refer to Medical Staff Bylaws and Rules and Regulations

The QLC 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 QLC 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.

Clinical Practice Guideline Committee (CPGC)

Composition:

The CPGC 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 CPGC reports to QLC and shares pertinent information with the Medical Staff Administrative Committees. The CPGC provides guidance and support to all committees under the QLC 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 QLC and additional committees as deemed applicable.

Function:

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

Patient Experience Council

Composition:

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

Function:

1. Create a culture and environment that delivers an unparalleled patient experience consistent with the OSU Medical Center's mission, vision and values focusing largely on service quality.
2. Set strategic goals and priorities for improving the patient experience to be implemented by area specific patient experience councils.
3. Serve as a communication hub reporting out objectives and performance to the system.
4. Serve as a coordinating body for subcommittees working on specific aspects of the patient experience.
5. Measure and review voice of the customer information in the form of Patient and Family Experience Advisor Program and related councils, patient satisfaction data, comments, letters and related measures.
6. Monitor publicly reported and other metrics used by various payers to ensure optimal reimbursement.
7. Collaborate with other departments to reward and recognize faculty and staff for service excellence performance.

Clinical Resource Utilization Committee (CRU)

Composition:

The CRU committee consists of multidisciplinary representatives from Hospital Administration, Medical Staff, Patient Care Resource Management, Financial Services, Information Technology, and Nursing. The Utilization Management Medical Director chairs the committee. CRU reports to QLC, 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 (ie: RAC Audits, denial management, etc.).
6. Administration of the Utilization Management Plan.

Key areas of focus:

- Availability and appropriateness of clinical resources and services
- Billing compliance
- Denial management reporting
- Avoidable Hospital days
- VAF reports (help with utilization issues)
- LOS
- Case management issues as new software and workflows are introduced

- Readmissions
- CMS conditions of participation
- Being nimble as new CMS directives are introduced
- How do other hospitals in the system fit into the UM work plan/CMD conditions of participation

Senior Quality Council (In Development)

Composition:

The Senior Quality Council will be formed in FY 2020 and will consist of physician and nursing leadership spanning the inpatient and outpatient care settings across multiple Departments and Divisions. The Council will be chaired by the Chief Quality and Patient Safety Officer. The committee reports to the QLC and reports out to additional committees as applicable.

Function:

1. Serve as a forum to discuss and coordinate quality initiatives across the continuum of care
2. Review clinical data to determine opportunities for improvement that require a rapid cycle improvement team
 - a. Scorecards
 - b. External Assessments of performance
 - c. Issues identified through clinical reviews
3. Assign resources to participate in improvement activities
4. Serve as a communication hub reporting out objectives and performance to the system
5. Additional functions to be determined

Practitioner Evaluation Committee (PEC)

Composition:

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

Function:

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

Health System Information Technology Steering (HSITS)

Composition:

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

Function:

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

Sentinel Event Team

Composition:

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

Function:

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

The Sentinel Event Determination Group (SEDG)

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

Composition:

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

Clinical Quality & Patient Safety Sub-Committees

Composition:

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

Function:

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

Process Improvement Teams

Composition:

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

Function:

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

ROLES AND RESPONSIBILITIES:

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

Chief Executive Officer (CEO)

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

Chief Clinical Officer (CCO)

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

Chief Quality and Patient Safety Officer (CQPSO)

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

Associate Chief Quality and Patient Safety Officers

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

Medical Director/Director of Medical Affairs

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

Associate Medical Directors

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

Chief Administrative Officer – Hospital Division

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

Business Unit Executive Directors

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

Clinical Department Chief and Division Directors:

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

Medical Staff

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

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

House Staff Quality Forum (HQF)

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

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

Nursing Quality

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

Hospital Department Directors

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

Health System Staff

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

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

Quality and Operations Improvement Department:

The primary responsibility of the Quality and Operations Improvement (Q&OI) Department is to coordinate and facilitate clinical quality management and patient safety activities throughout the Health System. The primary responsibility for the implementation and evaluation of clinical quality management and patient safety activities resides in each department/program; however, the Q&OI staff also serves as an internal consultant for the development and evaluation of quality management and

patient safety activities. The Q&OI Department maintains human and technical resources for team facilitation, use of performance improvement tools, data collection, statistical analysis, and reporting.

Patient Experience Department

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

Approach to Quality, Safety & Service Management

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

Principles

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

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

These principles are:

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

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

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

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

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

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

Continuous: Measurement and improvement are ongoing.

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

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

Model

Systematic Approach/Model to Process Improvement

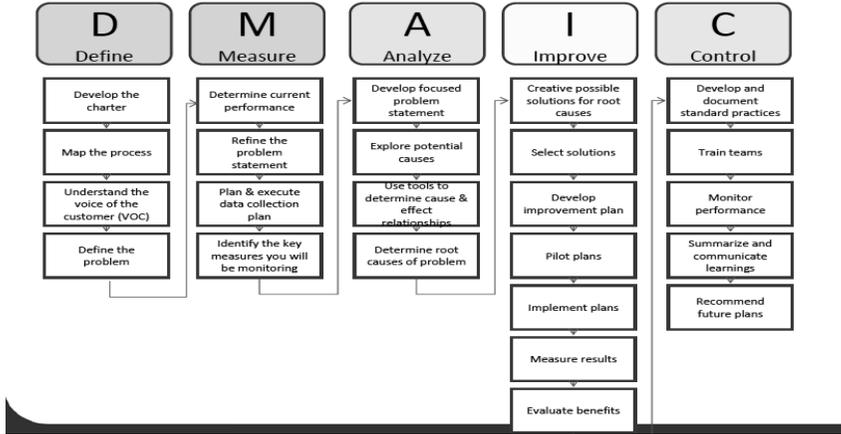
The OSU Medical Center embraces change and innovation as one of its core values. Organizational focus on process improvement and innovation is embedded within the culture through the use of a general Process Improvement Model that includes 1) an organizational expectation that the entire workforce is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

*The Process Improvement Toolkit

Methodology
PDCA
Rapid Cycle Improvement
DMAIC
Lean Principles

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

The DMAIC Roadmap



Consistent Level of Care

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

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

Performance Transparency

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

Performance data are also shared internally with faculty and staff through a variety of methods. The purpose of providing data internally is to assist faculty and staff in having real-time performance results and to use those results to drive change and improve performance when applicable. On-line

performance scorecards have been developed to cover a variety of clinical quality, safety and service metrics. When applicable, on-line scorecards provide the ability to “drilldown” on the data by discharge service, department and nursing unit. In some cases, password authentication also allows for practitioner-specific data to be viewed by Department Chairs and various Quality and Administrative staff. Transparency of information will be provided within the limits of the Ohio law that protects attorney –client privilege, quality inquiries and reviews, as well as peer review.

Confidentiality

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

Conflict of Interest

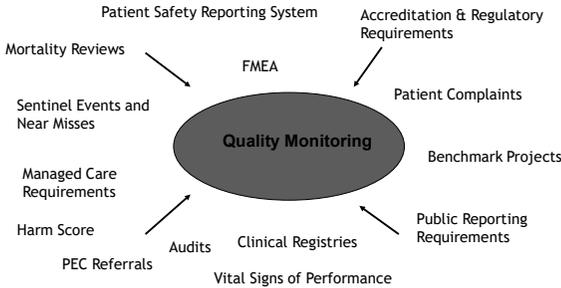
Any person, who is professionally involved in the care of a patient being reviewed, should not participate in peer review deliberations and voting. A person is professionally involved if they are responsible for patient care decision making either as a primary or consulting professional and/or have a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

Determining Priorities

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

Data Measurement and Assessment

Methods for Monitoring



Determination of data needs

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

External reporting requirements

There are a number of external reporting requirements related to quality, safety, and service. These include regulatory, governmental, payer, and specialty certification organizations. An annual report is given to the Compliance Committee to ensure all regulatory requirements are met.

Collection of data

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

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

Assessment of data

Statistical methods such as control charts, g-charts, confidence intervals, and trend analysis are used to identify undesirable variance, trends, and opportunities for improvement. The data is compared to the Health System's previous performance, external benchmarks, and accepted standards of care are used to establish goals and targets. Annual goals are established as a means to evaluate performance. Where appropriate, OSUWMC has adopted the philosophy of setting multi-year aspirational targets. Annual targets are set as steps to achieve the aspirational goal.

Surveillance system

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

Quality & Safety Scorecard

The Quality and Safety Scorecard is a set of health system-wide indicators related to those events considered potentially preventable. The Quality & Safety Scorecard covers the areas such as, hospital-acquired infections, falls, patient safety indicators, mortality, length-of-stay, readmissions, and patient experience. The information is shared in various Quality forums with staff, clinicians, administration, and the Boards. The indicators to be included in the scorecard are reviewed each year to represent the priorities of the quality and patient safety program **[Attachment 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 patient experience indicators gathered from surveys after discharge or visit to a hospital or outpatient area. The dashboard covers performance in areas such as physician communication, nurse communication, responsiveness, pain management, admitting and discharging speed and quality. It also measures process indicators, such as nurse leader rounding, as well as serves as a resource for best practices. The information contained on the dashboard is shared in various forums with staff, clinicians, administration, including the Boards. Performance on many of these indicators serves as annual goals for leaders and members of clinical and patient facing teams.

Quality, Patient Safety, and Service Educational Information

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

- On line videos
- Quality & Patient Safety Simulcasts

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

Benchmark data

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

Internal Benchmarking

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

External Benchmarking

OSUWMC participates in various database systems, clinical registries and focused benchmarking projects to compare performance with that of peer institutions. Vizient, The US News & World 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 OSUWMC's ambition, mission, vision, values, priorities, and are consistent with sound business practices.
- The design or re-design of a process may be initiated by:
- Surveillance data indicating undesirable variance
- Patients, staff, or payers perceive the need to change a process
- Information from within the organization and from other organizations about potential risks to patient safety, including the occurrence of sentinel events
- Review and assessment of data and/or review of available literature confirm the need

Performance Based Physician Quality & Credentialing

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

Profiling Process:

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

Service-Specific Indicators

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

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

Purpose of Medical Staff Evaluation

- To monitor and evaluate medical staff performance ensuring a competent medical staff
- To integrate medical staff performance data into the reappointment process and create the foundation for high quality care, safe, and efficacious care

- To provide periodic feedback and inform clinical department chairs of the comparative performance of individual medical staff
- To identify opportunities for improving the quality of care

Annual Approval & Continuous Evaluation

The Clinical Quality Management, Patient Safety & Service Plan is approved by the QLC, 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. The progress and priorities are continuously evaluated throughout the year through monitoring outcomes, processes, and trends found in clinical reviews.

Attachment I: Contract Evaluation Template

Contract Evaluation Template

2018 Evaluation of Contract Services

Name: _____ Telephone/Fax: _____
 Department: _____ Date that Contracted: _____
 Contract Services: _____ Medical Staff Review: SSO
 Date Contract Signed: _____ Contract Duration: _____

	YES	NO
1. Is the contract for services clearly defined by the contract (contract type, scope of services, etc.)? Yes, No, or Not?		
2. If not, in what way? Why? Please provide a narrative description of the contract and what is not included in the contract?		
3. Are the terms of the contract clearly defined and measurable? Are the terms of the contract clearly defined and measurable?		
4. Please describe the nature and degree of service provided.		
5. Is the relationship of the contract defined in writing? "Yes"		
6. Are the contract terms clearly defined and measurable? Are the contract terms clearly defined and measurable?		
7. Do the contract terms and conditions clearly define the services provided? Do the contract terms and conditions clearly define the services provided? Do the contract terms and conditions clearly define the services provided?		
8. Are the contract terms and conditions clearly defined and measurable? Are the contract terms and conditions clearly defined and measurable?		

2018 Contract Evaluation Form

	YES	NO
9. Is there a process in place to monitor and measure the contract's performance? Is there a process in place to monitor and measure the contract's performance?		
10. Are the contract terms and conditions clearly defined and measurable? Are the contract terms and conditions clearly defined and measurable?		
11. Are the contract terms and conditions clearly defined and measurable? Are the contract terms and conditions clearly defined and measurable?		
12. Are the contract terms and conditions clearly defined and measurable? Are the contract terms and conditions clearly defined and measurable?		
13. Are the contract terms and conditions clearly defined and measurable? Are the contract terms and conditions clearly defined and measurable?		
14. Are the contract terms and conditions clearly defined and measurable? Are the contract terms and conditions clearly defined and measurable?		
15. Are the contract terms and conditions clearly defined and measurable? Are the contract terms and conditions clearly defined and measurable?		
16. Are the contract terms and conditions clearly defined and measurable? Are the contract terms and conditions clearly defined and measurable?		

2018 Contract Evaluation Form

Attachment II: Priority Criteria

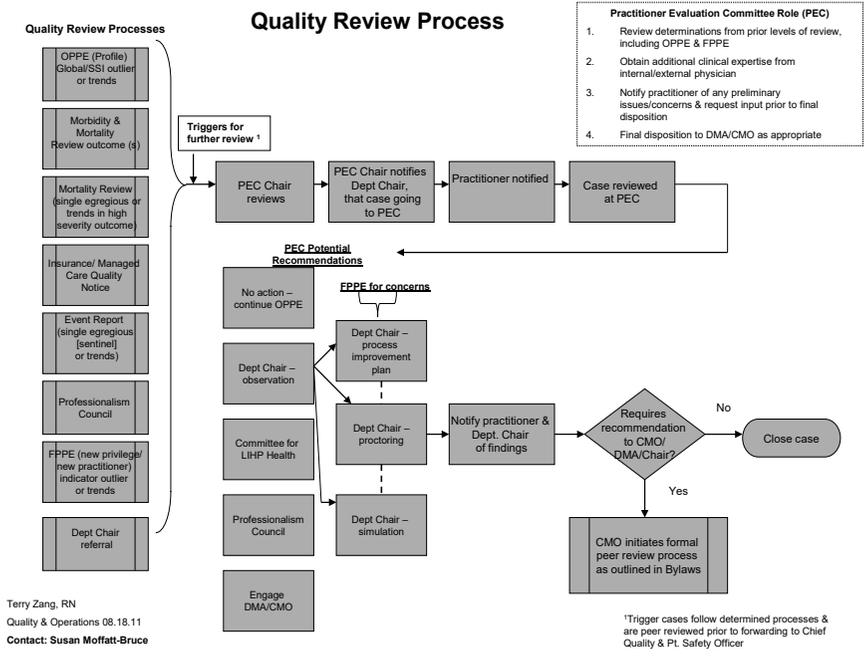
The following criteria are used to prioritize clinical value enhancement initiatives to ensure the appropriate allocation of resources.

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

Attachment III: QLC FY20 Priorities & Scorecard

To be added once approved by QLC

Attachment IV: Quality Review Process & Physician Performance Based Profile



Profile for **crsmpw**
 SERVICE: INTERNAL MEDICINE-CARDIOVASCULAR MEDICINE
 Profile last viewed by Provider: **None**

Status	Indicator	My Score	Peers Score	Target	SPC Alert	Current Period	9 Month Values		
							My Score	Peer Score	Start Month
A - Volume and Acuity									
	CMI	n/a	2.63	n/a		Q2 2013	No Data	1.97	Feb 2013
	IP Discharges	n/a	14.6	n/a		Q2 2013	No Data	14.0	Feb 2013
★ ▼	IP LOS Index (DM_Exp Total Days)	0.83	1.06	1.00		Q1 2013	No Data	1.06	Feb 2013
▼	IP Procedures	4	42.7	n/a		Q2 2013	4	34.5	Mar 2013
▼	Observation Cases	0	1.85	n/a		Q2 2013	0	2.63	Feb 2013
▲	Outpatient Visits	189	107	n/a		Q2 2013	356	102	Feb 2013
B - Patient Care									
★ —	Autopsy Discrepancy	0	0.00	0		Q2 2013	0	1.00	Feb 2013
	Cath PCI Peri-procedure AMI	No Data	1.1%	n/a		Q2 2013	No Data	1.2%	Mar 2013
	Cath PCI Retro-peritoneal Bleed	No Data	0.3%	n/a		Q2 2013	No Data	0.2%	Mar 2013
	CM - AMI_2 Aspirin Prescribed at Discharge	n/a	91.2%	100.0%		Q4 2012	No Data	No Data	No Data
	CM - AMI_3 ACEI or ARB for LVSD	n/a	24.6%	100.0%		Q4 2012	No Data	No Data	No Data
	CM - AMI_5 Beta Blocker at Discharge	n/a	87.7%	100.0%		Q4 2012	No Data	No Data	No Data
	CM - AMI_9 Inpatient Mortality	n/a	0.0%	0.0%		Q4 2012	No Data	No Data	No Data
	CM - HF_2 Evaluation of LVS Function	n/a	85.7%	100.0%		Q4 2012	No Data	No Data	No Data
	CM - HF_3 ACEI or ARB for LVSD	n/a	40.8%	100.0%		Q4 2012	No Data	No Data	No Data
	ICD Registry CVA	No Data	0.0%	n/a		Q1 2013	No Data	0.0%	Mar 2013
★ ▼	IP Mort Index (DM_Exp)	0.00	0.50	0.79		Q1 2013	No Data	0.47	Feb 2013
—	Mortality Review	1	0.44	n/a		Q2 2013	1	1.37	Mar 2013
★ —	Mortality Sent for Peer Review	0	0.14	0		Q2 2013	0	1.07	Feb 2013
★ —	Mortality Peer Review #1 Score 4 or 5	0	0.00	0		Q2 2013	0	No Data	No Data
★ —	Quality Management Events - Standard of Care Not Met	0	0.04	0		Q2 2013	0	1.14	Mar 2013
—	Related Readmit 30 days	0.00%	3.34%	n/a		Q1 2013	No Data	3.19%	Feb 2013
	SSI CABG Procedures	No Data	0.0%	3.0%		Q2 2013	No Data	0.0%	May 2013
	SSI Pacemaker and AICD	No Data	0.0%	n/a		Q2 2013	No Data	0.0%	Apr 2013
C - Medical and Clinical Knowledge									
★ —	Formal Peer Review	0	0.00	0		Q2 2013	0	0.00	Feb 2013
E - Interpersonal and Communication									
★ —	Patient Complaints	0	0.02	0		Q2 2013	0	1.00	Mar 2013

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

Profile Generated 08/04/2013 13:53:57
Next Review Due: Aug 13, 2013

Reviewed By	Outcome	Notes
Jan 28 2013 knaman	Maintain privileges without modification	The Provider's performance meets expectations.

SPC Alert Legend

-  Most recent period is below Lower Control Limit
-  Most recent period is above Upper Control Limit
-  Process shift: Most recent 8 periods are all above the Center Line
-  Process shift: Most recent 8 periods are all below the Center Line
-  Most recent 6 periods are all increasing
-  Most recent 6 periods are all decreasing
-  Green border: The alert is in a positive direction
-  Red border: The alert is in a negative direction
-  No border: There is no target direction for the indicator

For Practitioner Data only. This information is confidential per Ohio Revised Code Sec. 2305.24, 2305.25 and 2305.261 to 2305.293 and may not be shared, disclosed, or distributed outside of the quality or peer review process. If the issuer of this communication is not an intended recipient, you are hereby notified that any dissemination, distribution or copying of this communication is strictly prohibited.

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The James



Clinical Quality, Patient Safety, and Reliability Plan Fiscal Year 2020

July 1, 2019 through June 30, 2020

**THE OHIO STATE UNIVERSITY
James Cancer Hospital and Solove Research Institute
The Comprehensive Cancer Center
(The James and CCC)**



The James Cancer Hospital Quality, Patient Safety and Reliability Plan

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The James Cancer Hospital & Solove Research Institute

Quality, Patient Safety, and Reliability Plan

MISSION, VISION, AND VALUES:

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

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

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

The James' model of patient-centered care is enhanced by the teaching and research programs, while patient service both directly and indirectly provides the foundation for teaching and research programs. This three-part mission and a staff dedicated to its fulfillment, distinguish The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute as a Comprehensive Cancer Center and as one of the nation's premier cancer treatment centers.

ABOUT THE ORGANIZATION:

At The Ohio State University Comprehensive Cancer Center – The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute our vision underlies everything we do in working to eradicate cancer through research that translates to innovative and highly targeted patient care.

The James is the only cancer program in the United States that features a National Cancer Institute (NCI) designated comprehensive cancer center which is aligned with a nationally ranked academic medical center, and is a freestanding cancer hospital on the campus of one of the nation's largest public university.

Cancer is no longer defined solely by stage and location, but rather by its biologic and genetic makeup. *There is no routine cancer* – it is different in each person. Working together and utilizing our state-of-the-art facilities and technology, clinicians and researchers at Ohio State are speeding the development and delivery of treatments that target the molecules and markers fueling each person's unit cancer. The world-renowned experts at The James are transforming the way cancers are prevented, detected, treated, and yes, cured.

At the forefront of research:

The James is one of only 50 NCI-designated comprehensive cancer centers in the nation, a designation that we have maintained through competitive renewal since 1976. After the site review for our most recent renewal, we earned the NCI's highest ranking, "Exceptional" and received a five-year, \$23million NCI support grant. The NCI survey team stated that The OSU James "should serve as the model for other matrix, university-based centers."

At The Ohio State University, more than 300 cancer researchers and their teams from 11 of our 15 colleges work collaboratively, across multiple disciplines, to improve the effectiveness of cancer prevention, diagnosis, and treatment.

Excellence in Cancer Care:

In 1990, we opened The James Cancer Hospital and Solove Research Institute, the Midwest's first freestanding cancer hospital, as the patient care component of The Ohio State University Comprehensive Cancer Center. Ranked by U.S. News and World Reports as one of the top hospitals in the nation for cancer care, The James Cancer Hospital is one of only 10 DRG-exempt (diagnosis-related-group exempt or also known as PPS exempt (Prospective Payment System exempt institutions in the United States.

At The James, we have helped pioneer a transdisciplinary, multimodality approach to cancer treatment and patient care. As a founding member of the National Comprehensive Cancer Network (NCCN), we help establish national guidelines and standards of care.

The James has more than 200 oncologists, each specializing in just one type of cancer. This expert sub-specialization leads to more productive integration with cancer research and, ultimately, to better outcomes. We manage hundreds of active or pending clinical trials, many of which initiate at The James from a team of investigators.

Our genetic and molecular based research helps us understand each patient's unique cancer and then to develop and deliver the targeted therapy that leads to better outcomes, with fewer side-effects, and more *hope!*

Our disease-site groups combine the expertise of multiple disciplines and modalities, including surgical and medical oncologists, pathologists, radiologists, radiation oncologists, oncology nurses, and researchers who provide patients with the latest in cancer detection, diagnosis, treatments and prevention. Each patient is cared for by a team of experts who tailor a target treatment plan for the individual.

As a model of excellence in patient care, The James achieved Magnet® designation as part of the American Nurses Credentialing Center (ANCC). This voluntary hospital recognition program is considered the highest honor any organization can achieve for quality patient care, and professional nursing practice.

The James is a fully accredited hospital by The Joint Commission, and has recently been re-designated by The American College of Surgeons (ACOS) – Commission on Cancer (CoC), National Accreditation Program of Breast Centers (NAPBC), and, the Foundation for Accreditation of Cellular Therapy (FACT).

Key Facts about The James Cancer Hospital & Solove Research Institute:

We are:

- The third largest cancer hospital in the nation.
- There are 21 floors, and 1.1million square feet in the tower.
- There are currently 356 acute care, inpatient beds including 44 critical care beds, a 36 bed blood and marrow transplant (BMT) unit, and a dedicated early-phase Clinical Trial Unit.
- There is a state-of-the-art GMP (Good Manufacturing Practice) Cellular Processing Laboratory for the blood and marrow support to the BMT program.

- We have 14 Operating Rooms, including minimally invasive robotic surgery capability, six interventional radiology suites, and seven state-of-the art linear accelerators as well as a brachytherapy unit. Intra-operative radiation therapy and MRI technology can be used in the OR for greater safety and efficiency.
- Our pharmacy services provide full-service care for both inpatients and outpatients. The inpatient pharmacy is dedicated to quality by using a computerized system to select and package per patient medications required. The outpatient pharmacy is dedicated to improving patient care by easing the challenges of managing medications that might not be available in a retail pharmacy.
- The James is one of only a few cancer hospitals that is able to offer immunotherapy using the car T cell therapy which is a way of modifying or re-engineering the patient's own cells and immune system to attack cancer cells.

As the patient care component of The Ohio State's cancer program, The James Cancer Hospital and Solove Research Institute is a transformational facility that integrates scientific research, education, and innovative patient care. Research and Education spaces are located on every inpatient floor, enhancing our bench-to-bedside approach to patient care, and giving patients early access to new targeted treatments and tools.

Each of our inpatient floors specialize in specific cancer subtypes which helps to facilitate the highest quality of care by our teams of physicians, advanced practice providers, nurses and pharmacists.

Definition:

The Quality, Patient Safety and Reliability Plan of The James Cancer Hospital/Solove Research Institute is our organization-wide approach to systematic assessment of process design and performance improvement targeting quality of care, patient safety, and patient experience. The James Quality and Patient Safety Plan serves to provide direction for how clinical care and activities are to be designed to enrich patient outcomes, reduce harm, and improve value-added care and service to the cancer patient population.

Scope:

As a Prospective-Payment-System-exempt (PPS-exempt) hospital, which serves as the clinical care delivery-arm of an NCI-designated Comprehensive Cancer Center, The James has a unique opportunity to ensure value-added services and research expertise are provided to our patients, families, and the community – both nationally and internationally. The James Plan encompass all clinical services. Through close partnership with the Comprehensive Cancer Center, the plan includes quality and patient safety goals for process improvements related to functions and processes that involve both the Cancer Center and the hospital and ambulatory clinics/treatment areas.

Purpose: The purpose of The James Plan is to provide guidance for the resources and processes available to ensure measurable improvements to patient care are occurring. The James recognizes the vital importance of creating and maintaining a safe environment for all patients, visitors, employees, and others within the organization to bring about personalized care through evidence-based medicine.

Objectives:

The central objectives of The James Quality and Patient Safety Plan are to:

- Provide guidance for monitoring and evaluation of effort(s) in clinical care in order to sustain high performance and improved outcomes for all patients.

- Evaluate and recommend system changes to improve patient care and safety by assessing, identifying, and reducing risk within the organization when undesirable patterns or trends in performance are identified, or when events requiring intensive analysis occur.
- Assure overall compliance which meets or exceeds accreditation standards, state, federal and licensure regulations.
- Provide information for adherence to evidence-based practice guidelines to standardize clinical care and reduce practice variation.
- Improve patient satisfaction and perception of treatment, care and services by continuously identifying, evaluating, and improving performance based on needs, expectations, and satisfaction results.
- Enhance the patient experience by providing safe and high-quality care at the best value.
- Provide education to the governance, faculty and staff regarding quality management principles and processes for improving systems.
- Provide appropriate levels of data transparency.
- Assure quality and patient safety processes are developed with an approach of always involving trans-disciplinary teamwork.

Structure for Quality Oversight:

The James Quality and Patient Safety Committee serves as the primary entity within The James to develop annual goals which are consistent with goals from the Health System, but these goals are designed to target a specific focus for the cancer patient population and cancer research agendas. (See Figure 1).

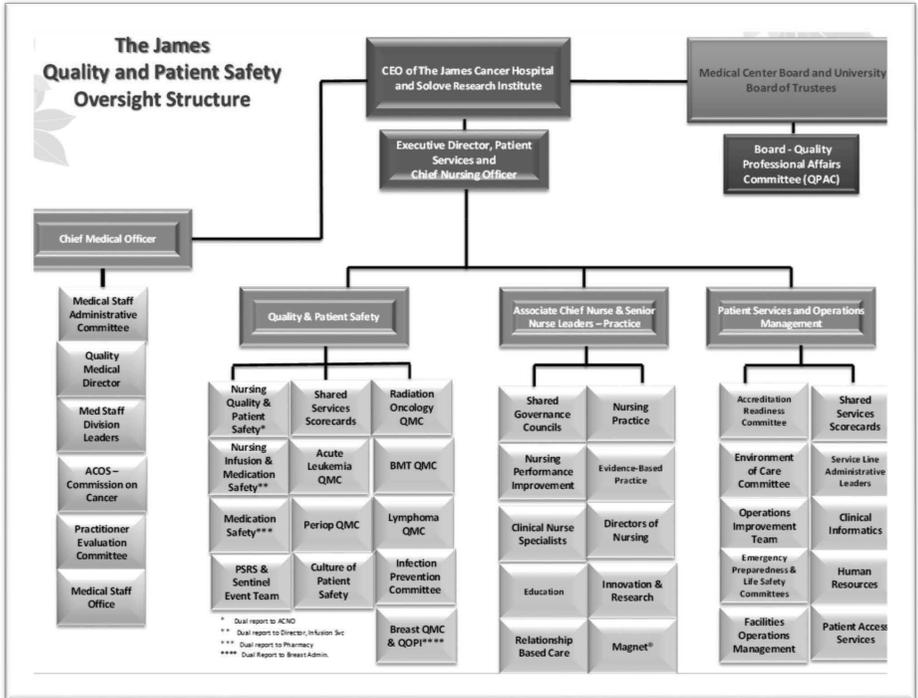


Figure 1 The James Quality, Patient Safety, & Reliability Oversight Structure

Roles and responsibilities

Quality management, patient safety, process improvements and service excellence are identified as responsibilities for all faculty, staff members, and volunteers.

Governing Body

The Wexner Medical Center Board is the governing body, responsible to The Ohio State University Board of Trustees, for operation, oversight and coordination of the Wexner Medical Center and The James Cancer Hospital. The Wexner Medical Center Board is composed of up to 16 members, plus an additional group of university and medical center senior leaders who serve in ex-officio roles. The Quality & Professional Affairs Committee (QPAC) reports to the Wexner Medical Center Board and is responsible for, among other things, reviewing and evaluating at least annually The James Clinical Quality, Patient Safety, and Reliability Plan, along

with goals and process improvements made for improved patient safety and quality programs, as well as granting clinical privileges for the credentialing of practitioners. The Board of Trustees and its committees meet throughout the year with focused agendas and presentations.

Chief Executive Officer (CEO)

The CEO for The James is responsible for providing leadership and oversight for the overall Clinical Quality and Patient Safety Plan.

Director of Medical Affairs/Chief Medical Officer (CMO)

The Director of Medical Affairs is the Chief Medical Officer for The James Cancer Hospital and reports to the CEO of The James Cancer Hospital. The CMO provides leadership and strategic direction for the faculty, medical staff and providers, to ensure the delivery of high quality, cost-effective health care consistent with The James mission. The CMO has oversight of the medical staff responsibilities for progress towards goals and process improvements. The CMO is a member of The James Medical Staff Administrative Committee (MSAC), and is the medical director for provider credentialing within The James.

Quality Medical Director

The James Quality Medical Director, reports to the Chief Medical Officer and is responsible for assisting the Quality Department with event reviews for patient safety and quality outcomes. This physician also works collaboratively with the health system Quality Department in determining sentinel and significant events, as well as reporting events when necessary through the peer review process. The Quality Medical Director serves as the co-chair to the Quality, Patient Safety and Reliability Committee and is a member of The James Medical Staff Administrative Committee (MSAC).

Executive Director, Patient Services, Chief Nursing Officer (CNO)

The James Executive Director for Patient Services, Chief Nursing Officer provides leadership and oversight of the overall James Quality, Patient Safety and Reliability Plan, and works collaboratively with the OSUWMC Quality Leadership Council (QLC, formerly known as LCCQSS) initiatives. The Executive Director/CNO is integral to the establishment and implementation of The James annual Quality and Patient Safety Plan.

Associate Chief Nursing Officer (ACNO)

The James ACNO(s) work directly within the nursing structure to provide leadership and influence over the nursing process and practices. The ACNO ensures that the overall James Quality, Patient Safety and Reliability Plan is utilized to assist with the implementation of The James Nursing Quality and Patient Safety Plan annually, as well as the Nursing Strategic Plan. The ACNO has oversight of the nursing shared governance model and the nursing leadership which establishes and implements annual nursing-sensitive goals.

Director of Quality and Patient Safety, and Nursing Quality

The Director for Quality and Patient Safety works directly with the executive leaders as well as the directors and managers of all areas in order to evaluate, plan and improve on patient safety and quality outcomes. The director reports to the Executive Director, Patient Services, Chief Nursing Officer and is responsible for the annual output of the annual James Quality, Patient Safety and Reliability Plan. In addition, the Director has oversight of the quality improvement goals, patient safety improvements, and works with the facilitators and team(s) charged for implementation of annual hospital level goals.

Medical Director

Each business unit Medical Director is responsible to review the recommendations from The James Quality and Patient Safety Plan and implement quality goals and plans, along with maintaining oversight in their clinical areas.

Clinical Department Chief and Division Directors

Each Department Chairperson and/or Division Director is responsible to ensure the standards of care and service are maintained within their department/division. In addition, Department Chairpersons/Division Directors are to implement recommendations from The James Quality and Patient Safety Plan, and/or participate in corrective action plans for individual physicians, or the division/department as a whole.

Medical Staff

Medical staff members are responsible to achieve 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, Patient Safety, and Reliability Plan. In addition members serve on quality management/patient safety committees and/or continuous quality improvement teams.

Nursing Staff

The James Executive Director for Patient Services, Chief Nursing Officer, as well as the Associate Chief Nursing Officer(s), Director of Nursing Quality, and Directors of Nursing are responsible to implement and maintain oversight of the Nursing Quality Plan and incorporate opportunities and goals from the overall Plan as well as opportunities identified in collaboration with the OSUWMC- QLC Committee.

Nursing directors and managers are to implement recommendations or participate in action plans for individual employees or the department as a whole. They provide input regarding committee memberships, and serve as participants in the departmental, hospital and Health System quality/patient safety committees. Clinical Nurse Specialists (CNS) support quality improvement initiatives by providing leadership in the application and use of evidence-based practice. The James nursing staff is responsible to provide the highest standard of care and services within their scope of practice.

Hospital Management Team

Each associate executive director, all service line administrators, department directors and managers are responsible to ensure the standards of care and service are maintained or exceeded within their department(s), and are responsible to implement, monitor, and evaluate activities in their areas and assist clinical staff members in developing appropriate mechanisms for data collection and evaluation. Department directors, managers and/or assistant managers participate in action plans for individual employees or the department as a whole. All department directors/managers provide input regarding committee memberships, and serve as participants on quality management/patient safety committees and/or quality improvement teams.

Managers and staff are engaged through formal and informal processes related to quality improvement and clinical patient safety efforts, including but not limited to:

- Suggesting process improvements and reporting medical/health care events and near misses.
- Implementing evidence-based practices.
- Monitoring and responding to activities and processes, such as patient complaints and patient satisfaction.

- Participating in audits, observations and peer-to-peer review and feedback; and,
- Participating in efforts to improve patient outcomes and enhance patient safety.

The James Staff

All staff members are responsible to ensure 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:

- Suggesting process improvements and reporting medical/health care events and near misses.
- Participating in activities and processes to improve quality and safety at the unit level, as well as being selected to join organizational continuous quality improvement teams.
- Participating in audits, observations and peer-to-peer review and feedback.
- Participating in focus groups, task forces and/or committees.
- Attending staff meetings regularly and staying apprised of changes and improvements.

The James Quality Improvement and Patient Safety Department

The primary responsibilities of The James Quality Improvement and Patient Safety Department is:

- Track and trend quality events as well as Sentinel Events;
- Coordinate and facilitate clinical quality management for improved outcomes;
- Monitor patient safety incidents and work with the management teams for elimination or reduction of risk/harm to patients;
- Improve patient care services by assuring the voice of the patient is heard throughout The James;
- Assist managers with evaluations of situations by use of the Just Culture algorithm and training.

While primary responsibility for the implementation and evaluation of clinical quality, patient safety and service activities resides within each department/program, The James Quality and Patient Safety staff also serve as internal consultants for the development, evaluation and on-going monitoring of those activities. The James Quality Improvement & Patient Safety Departments including The James Operations Improvement staff, and the Cancer Program Analytics staff, maintain human and technical resources for team facilitation, use of performance improvement tools, data collection, statistical analysis, and reporting.

The James Patient Experience/Guest Services Department

The primary responsibility of The James Patient Experience and Guest Services Department is to coordinate and facilitate a service oriented approach to providing healthcare. This is accomplished through both strategic program developments as well as by managing operational functions. The Patient Experience staff serves as an internal consultant for the development and evaluation of service-quality activities. The Department maintains human and technical resources for interpreter services, information desks, patient relations, team facilitation, and use of performance improvement tools, data collection, statistical analysis, and reporting. The Department also oversees the Patient/Family Advisor Program which consists of current and former patients, or their primary caregivers, who have had experiences at any James facility. These individuals are volunteers who serve on committees and workgroups, as Advisory Council members, complete public speaking engagements and review materials.

COMMITTEES:

The James Medical Staff Administrative Committee (MSAC)

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 Director of Medical Affairs/Chief Medical Officer, implements The James Quality and Patient Safety Plan throughout the clinical departments. The MSAC reviews reports and recommendations related to clinical quality management, 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 reviews corrective actions and provides authority within their realm of responsibility related to clinical quality management, patient safety and service quality activities.

The James Quality, Patient Safety, & Reliability Committee & Commission on Cancer Committee (COC) (See Figure 2)

Composition:

The James Quality, Patient Safety and Reliability and COC Committee consists of representatives from Medical Staff, Administration, Patient/Family Advisor, Advanced Practice Providers, and staff from Cancer Program Analytics, Clinical Trials, Epidemiology, Environmental Services, Clinical Informatics, Laboratory, Nursing, Organizational Culture/HR, Radiation Safety, Respiratory Therapy, Pharmacy/Medication Safety, Patient Experience, Social Work and Risk Management. This Committee reports to Executive Leadership and MSAC.

Function:

- Create a culture which promotes organizational learning and recognition of clinical quality (improving outcomes) and patient safety (reducing harm).
- Develop and sustain a culture of safety which strives to eliminate individual blame or retribution for involvement in health care errors.
- Assure compliance with patient safety-related accreditation standards.
- Proactively identify risks to patient safety and creates a call-to-action to reduce risk with a focus on process and system improvement.
- Oversee education & risk reduction strategies as they relate to Sentinel Event Alerts from TJC.
- Evaluate standards of care and evidence-based practices and provide recommendations to improve clinical care and outcomes.
- Ensure actions are taken to improve performance whenever an undesirable pattern or trend is identified.
- Receive 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, BMT & Acute Leukemia, Radiation Oncology, Translational Research and Infection Prevention Committee.
- Receive reports from Shared Services as they represent the metrics for quality and safety of care for the cancer patient population. (See Figure 3)
- Maintain follow-up on Shared Services action plans as necessary for improving metrics for quality and safety of care for the cancer patient population.

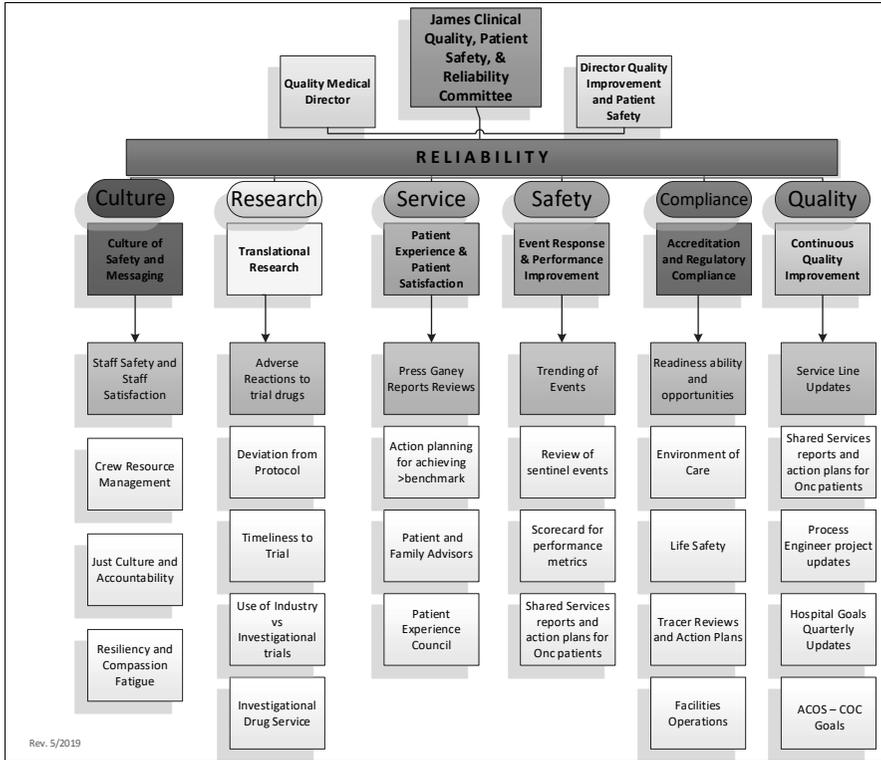


Figure 2 The James Quality, Patient Safety and Reliability Committee Structure

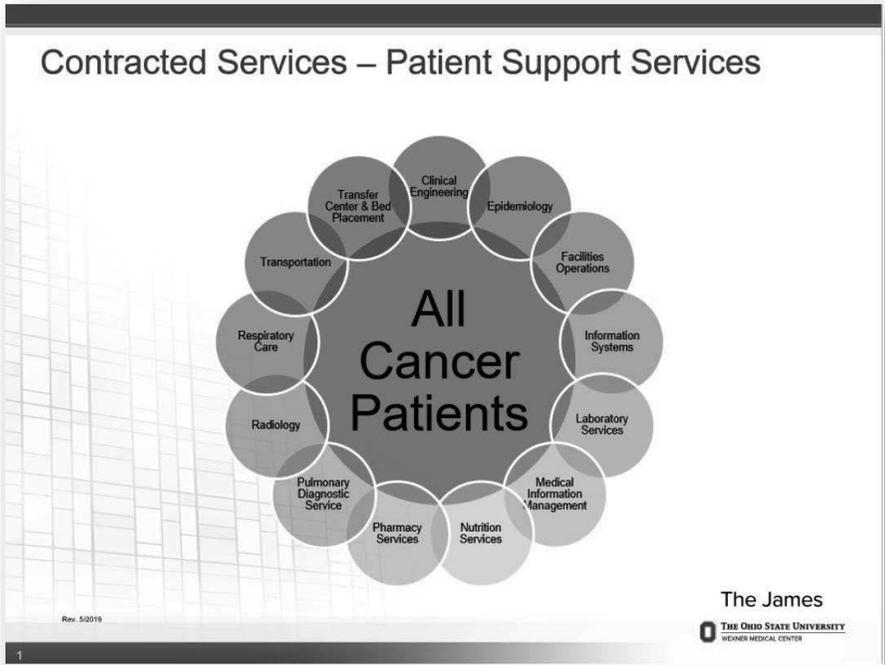


Figure 3 Contracted Services - Patient Support Services

The James Patient Experience Council

Composition:

The Patient Experience Council consists of multidisciplinary representatives from Hospital Administration, Medical Staff, Nursing, Nutrition Services, Environmental Services, Communications and the Patient Experience Department.

Function:

- Create a culture and environment to deliver exceptional patient experience consistent with the mission, vision and values focused largely on service quality.
- Measure and review voice of the customer information in the form of patient satisfaction, comments, letters and related measures. Recommend system goals and expectations for a consistent patient experience.
- Monitor publicly reported and other metrics used by various payers to ensure optimal reimbursement.
- Provides guidance and oversight on patient experience improvement efforts ensuring effective deployment and accountability throughout the system.
- Oversees the service excellence reward and recognition program.
- Serves as a coordinating body for subcommittees working on specific aspects of the patient experience.

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 QLC and the Wexner Medical Board, and shares information/updates with the Medical Staff Administrative Committee.

Function:

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

The James Utilization Management Committee (JUMC)

Composition:

The James Utilization Management Committee is co-chaired by a James Lead Physician Advisor and the Director of Patient Care Resource Management. Committee membership will include James Physician Advisors and Emergency Department Physician Advisors, physician members of the medical staff, representatives from the Patient Care Resource Management (PCRM) Department, Administration, Finance, Advance Practice Professionals, Providers, Quality and Safety, Revenue Cycle and Compliance, Nursing and Service Line Administration. Other departments in The James will be invited to join meetings as necessary when opportunities have been identified for improvement and input. JUMC members will not include any individual who has a financial interest in any hospital in the health system. No JUMC member will be included in the review process for a case when that member has direct responsibility for patient care in the case being reviewed.

Function:

The JUMC has responsibility to establish and implement The James Utilization Management Plan. The JUMC implements procedures for reviewing the efficient utilization of care and services, including but not limited to admissions, continued stays, readmissions, over and under-utilization of services, the efficient scheduling of services, appropriate stewardship of hospital resources, access and throughput and timeliness of discharge planning. Any quality or utilization opportunities identified by the JUMC through utilization review activities are acted upon by the committee or referred to the appropriate entity for resolution. The JUMC provides education on care and utilization issues to all health care professionals and medical staff at The James.

Practitioner Evaluation Committee (PEC)

Composition:

The Practitioner Evaluation Committee (PEC) is the medical staff peer review committee that provides leadership in overseeing the peer review process. The PEC is composed of the Chair of the Clinical Quality and Patient Safety Committee, medical staff, and advanced practice providers from various business units & clinical areas as appointed by the Chief Medical Officer (CMO) of the Health System & the Physician-in-Chief at The James.

Function:

- Provide leadership for the provider clinical quality improvement processes.

- Provide clinical expertise to the practitioner peer review process by thorough and timely review of clinical care and/or patient safety issues referred to the PEC.
- Give advice to the Director of Medical Affairs/CMO at The James regarding action plans to improve the quality and safety of clinical care.
- Develop follow up plans to ensure action is successful in improving quality and patient safety.

Health System Information Systems Steering Team (HSISST)

Composition:

The HSISST is a multidisciplinary team chaired by the Chief Medical Information Officer of OSUWMC.

Function:

The HSISST oversees information technology for both The James and OSUWMC. The team is responsible for oversight of information technology and processes currently in place, as well as reviewing replacement and/or introduction of new systems, and related policies/procedures. Individual team members are charged with responsibility to communicate and receive input from their various communities of interest on relevant topics discussed at committee meetings and other forums.

Sentinel Event Committee

Composition:

The Sentinel Event Team includes membership from both The James and the OSUWMC. Membership from The James includes: the Executive Director, Chief Nursing Officer, the Associate Chief Nursing Officer, and the Director of Quality & Patient Safety and Nursing Quality. Members from the Medical Center include: an Administrator, Chief Medical Officer, Chief Quality Officer, Associate Chief Quality and Patient Safety Officer, Associate Executive Director of Quality & Safety, a member of the Physician Executive Council, Quality and Operations Improvement, and Nursing Quality. Members from Risk Management are also included.

The Sentinel Event Determination Group (SEDG) is a sub-group of the Sentinel Event Team which is comprised of quality leaders from The James and OSUWMC, and is chaired by the Health System Chief Quality Officer. The SEDG membership includes the CQO, Associate CQO, Director of Risk Management, James Quality Medical Director, Directors of Quality & Patient Safety and Nursing Quality Directors of respective business units. The SEDG meets weekly to review sentinel event and significant events. Once an event is determined to be a significant or sentinel event, SEDG members assign a Root Cause Analysis (RCA) Team which includes: Executive Sponsor, RCA Workgroup Leader, and RCA Workgroup Facilitator. The James Director of Quality and Patient Safety receives the input from SEDG, and collaborates with facilitators and physician leaders to finalize the team membership, initiate team charters and ensure that team meetings and action plans are completed in accordance with requirements to satisfy regulatory agency compliance.

Function:

Approve & make recommendations on sentinel event determinations and teams, and action plans as received from the Sentinel Event Determination Group. Results of a sentinel event, significant event or near-miss information are not externally reported or released.

The James Quality & Patient Safety Sub-Committees

Composition:

For the purposes of this plan, Quality & Patient Safety Sub-Committees refer to any standing committee or sub-committee functioning under the quality oversight structure. Membership on these committees represents 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 groups 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.

The James Continuous Quality Improvement Teams

Composition:

For the purposes of this plan, Continuous Quality Improvement Teams are considered as ad-hoc committees, workgroups, teams, taskforces, etc., that function under the quality oversight structure and are generally time-limited in nature. Continuous Quality Improvement teams are comprised of owners or participants in the process under study. The process may be clinical or non-clinical. Generally, the members fill the following roles: team leader, Process Engineer or facilitator, physician advisor, administrative sponsor, and technical experts.

Function:

Improve current practice or processes using traditional continuous process improvement tools such as rapid cycle improvements, LEAN principles and DMAIC/DMADV.

Approach to Quality, Patient Safety & Service Management:

Philosophy of Patient Care Services

The James provides innovative and patient-focused comprehensive cancer care and services which includes the following:

- A mission statement that outlines the synergistic relationship between patient care, research and teaching.
- Long-range strategic planning conducted by hospital leadership to determine the services to be provided.
- Establishing annual goals and objectives that are consistent with the hospital mission, and which are based on a collaborative assessment of patient/family and the community's needs.
- Provision of services that are appropriate to meet the needs of patients.
- Ongoing evaluation of services provided through formalized processes such as: performance assessment and improvement activities, budgeting and staffing plans.
- Integration of services through the following mechanisms: continuous quality improvement teams; clinical interdisciplinary quality programs; performance assessment and improvement activities; communications through management operations meetings, nursing shared governance structure, Medical Staff Administrative Committee, administrative staff meetings; participation in OSUWMC and OSU governance structures, special forums; and leadership and employee education/development.
- Maintaining competent patient care leadership and staff by providing education and ongoing competency reviews which are focused towards identified patient care needs.
- Respect for each patient's rights and decisions as an essential component in the planning and provision of care.
- Utilizing the Relationship Based Care principles which encompass Care of Patient, Care of Colleague, Care of Self and Care of the Community.
- Embracing the principles of a Just Culture.
- Staff member behaviors reflecting a philosophical foundation based on the values of The James Cancer Hospital and Richard J. Solove Research Institute.

Principles

The principles of providing high quality, safe care support the Institute of Medicine's *Six Aims of Care* which are:

- **Safe:** Care should be as safe for patients in health care facilities as in their homes;
- **Effective:** The science and evidence behind health care should be applied and serve as the standard in the delivery of care;
- **Efficient:** Care and service should be cost effective, and waste should be removed from the system;
- **Timely:** Patients should experience no waits or delays in receiving care and service;
- **Patient centered:** The system of care should revolve around the patient, respect patient preferences, and put the patient in control; and
- **Equitable:** Unequal treatment should be a fact of the past; disparities in care should be eradicated.

The IOM *10 Rules for Redesign* are guiding principles for the provision of safe and quality care. These are:

1. **Care is based on continuous healing relationships.** Patients should receive care whenever they need it and in many forms, not just face-to-face visits. This implies that the health care system must be responsive at all times, and access to care should be provided over the Internet, by telephone, and by other means in addition to in-person visits.
2. **Care is customized according to patient needs and values.** The system should be designed to meet the most common types of needs, but should have the capability to respond to individual patient choices and preferences.
3. **The patient is the source of control.** Patients should be given the necessary information and opportunity to exercise the degree of control they choose over health care decisions that affect them. The system should be able to accommodate differences in patient preferences and encourage shared decision making.
4. **Knowledge is shared and information flows freely.** Patients should have unfettered access to their own medical information and to clinical knowledge. Clinicians and patients should communicate effectively and share information.
5. **Decision making is evidence-based.** Patients should receive care based on the best available scientific knowledge. Care should not vary illogically from clinician to clinician or from place to place.
6. **Safety is a system property.** Patients should be safe from injury caused by the care system. Reducing risk and ensuring safety require greater attention to systems that help prevent and mitigate errors.
7. **Transparency is necessary.** The system should make available to patients and their families information that enables them to make informed decisions when selecting a health plan, hospital, or clinical practice, or when choosing among alternative treatments. This should include information describing the system's performance on safety, evidence-based practice, and patient satisfaction.
8. **Needs are anticipated.** The system should anticipate patient needs, rather than simply react to events.
9. **Waste is continuously decreased.** The system should not waste resources or patient time.
10. **Cooperation among clinicians is a priority.** Clinicians and institutions should actively collaborate and communicate to ensure an appropriate exchange of information and coordination of care.

Following these principles, The James has instituted the following guidelines as the approach to quality, safety, and service:

- **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 curricula for quality, safety, and service for all faculty, staff, patients, visitors, volunteers and students.
- **Involvement:** All members have mutual respect for the dignity, knowledge, and contributions of others. Everyone is engaged in improvement of processes where they work.
- **Data-driven decision making:** Decisions for quality, safety, service are based on the knowledge derived from data.
- **Continuous Process Improvement:** Analysis of processes for design, redesign and to reduce variations are accomplished by use of an approach using science and LEAN/DMAIC. Measures and improvements are ongoing.
- **Just Culture:** Our framework of quality, safety, service is based on a culture that is open, honest, transparent, collegial, team-oriented, accountable, and non-punitive when system failures have occurred.
- **Personalized Health Care:** The incorporation of evidence-based medicine in patient-centered care which considers the patient's health status, genetics, cultural tradition, personal preferences, and values family and lifestyle situations.

Model:

Model and Systematic Approach to Continuous Quality Improvement

The James Cancer Hospital embrace 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:

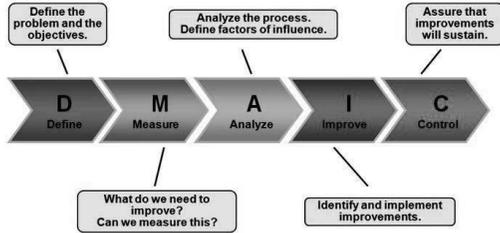
- An organizational expectation that the entire workforce is engaged and responsible for enhancing organizational performance and exemplary outcomes for our patients.
- Active involvement of multidisciplinary teams and committees focused on improving processes and,
- A broad toolkit of continuous quality improvement methodologies and expert resources that provide the appropriate level of structure and support to assure the deliverables of the project are met with long term sustainability. With the increased organizational emphasis on utilizing a metric-driven approach to reducing medical errors, eliminating rework, and enhancing efficiency and effectiveness of work, DMAIC (See Fig 5), DMADV (See Fig 6), and Green and Lean (See Fig 4) project methods are used to help focus our efforts.



<https://www.sixsigmacamp.com/lean-think1>

Figure 4 LEAN

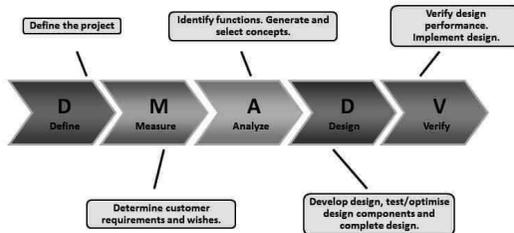
DMAIC Roadmap



<https://www.sixsigmaconcept.com/six-sigm2>

Figure 5 DMAIC

Design for Six Sigma: DMADV roadmap



<https://www.sixsigmaconcept.com/six-sigm3>

Figure 6 DMADV

Consistent Level of Care

Certain elements of The James Quality and Patient Safety Plan help to ensure that patient care standards for the same or similar services are comparable in all areas. These elements include, but are not limited to:

- Policies and procedures and services provided are not payer driven and are standardized to promote high quality and safe care.
- Application of a single standard for physician credentialing.
- Use of monitoring tools to measure like processes in areas of the Health System and The James.

Performance Transparency

The James Medical and Administrative leadership have a long-standing and strong commitment to transparency of performance as it relates to clinical quality, safety and service performance.

Performance data are 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. Transparency of information is provided within the limits of the Ohio law that protects attorney –client privilege, quality inquiries and reviews, as well as peer review. Current quality data is shared on The James internal intranet site. Cancer Program Analytics has worked with many departments to build and enhance quality and safety dashboards, as well as display of other important metrics to build on the equation of value for our patients.

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

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 a 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.

Priority Criteria:

The following criteria are used to prioritize clinical value enhancement initiatives and continuous quality improvement opportunities, to ensure the appropriate allocation of resources.

- 1) Ties to strategic initiatives consistent with the 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) Required by an external organization.
- 8) Represents significant cost/economic implications (e.g., high volume).

Determining Priorities

The James has a process in place to identify and direct resources toward quality management, patient safety, and service excellence activities. The prioritization criteria are reevaluated annually according to the mission and strategic plan. The leaders set performance improvement priorities and reevaluate annually in response to unusual or urgent events. Whenever possible, NCI, ADCC or other appropriate cancer specific benchmarks are utilized to compare performance metrics for The James, in order to assist with determination of priorities each year to improve performance.

Design and evaluation of new processes

New processes are designed and evaluated according to the organizational mission, vision, values and 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 perceived 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 to confirm the need.

Data Measurement and Assessment

Determination of Needs

Data needs are determined according to improvement priorities and surveillance needs. The James Cancer Program Data Analytics and the Quality and Patient Safety departments collect data for monitoring important processes and outcomes related to patient care. In addition, each department is responsible for identifying 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. Quality and Safety monitoring is on-going and reviewed by The James Quality and Patient Safety Committee each year.

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. The table below displays some examples of external organizations where quality, safety, and service data are reported. (See Figure 7)

Quality Data and External Reporting

Regulatory / Public Data	Payers	Registries/ Benchmarking
CMS	Anthem	STS
ODH	United Healthcare	UHC
TJC	Aetna	NSQIP
Leapfrog	Optum Health	ACOS
NHSN/CDC	MMO	NCCN
Franklin County Health	Cigna	NDNQI/Press Ganey
Red = Public Data/Reporting		

The James


Figure 7 External Reporting

Collection of data

Data, including patient demographic and diagnosis, are systematically collected by various mechanisms including but not limited to:

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

Assessment of data

Statistical methods are used to identify undesirable variance, trends, and opportunities for improvement. The data are compared to the previous performance, external benchmarks, and accepted standards of care to establish goals and targets. Annual goals are established as a means to evaluate performance.

Surveillance system

The James 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. (See Fig 8)



Figure 8 Quality & Patient Safety Monitoring

The James Patient Safety Scorecard

Patient Safety is the highest priority for all faculty and staff at The James. As a crucial element to caring for our patients, there is an on-going process of monitoring safety events and any untoward trends from patient care. The James Patient Safety Scorecard is a set of indicators related to those events considered potentially preventable and which cause some level of harm to the patient. The James Patient Safety Scorecard covers the areas such as sentinel events, hospital acquired infections, falls with injury, hospital-acquired pressure ulcers, medication events that reach the patient and cause harm, as well as several other categories.

The information is shared in various quality forums with the medical staff, clinicians, James administration and senior staff, and the Quality and Professional Affairs Committee at the Wexner Medical Board. The indicators to be included in the scorecard are reviewed each year to represent the priorities of the Patient Safety program. The Patient Safety program evaluates opportunities each month at The James Quality and Patient Safety Committee, as well as monthly at the Medical Staff Administrative Committee. Annually, safety goals are reviewed and adjusted as necessary by use of event trending, regulatory changes and/or needs identified from the culture of safety surveys.

Patient Safety Scorecard

Type of Event
Retained Foreign Bodies
Wrong Site Events
Medication Events with Harm (Severity E-I)
Falls with Harm (Injury Level 2-4)
Hospital Acquired Pressure Ulcer
Central Line Blood Stream Infections
Ventilator Associated Pneumonia
Hospital Acquired Surgical Site Infections
Hospital Acquired Clostridium Difficile Infection
Total Potentially Avoidable Events

Figure 9 Patient Safety Scorecard Sample

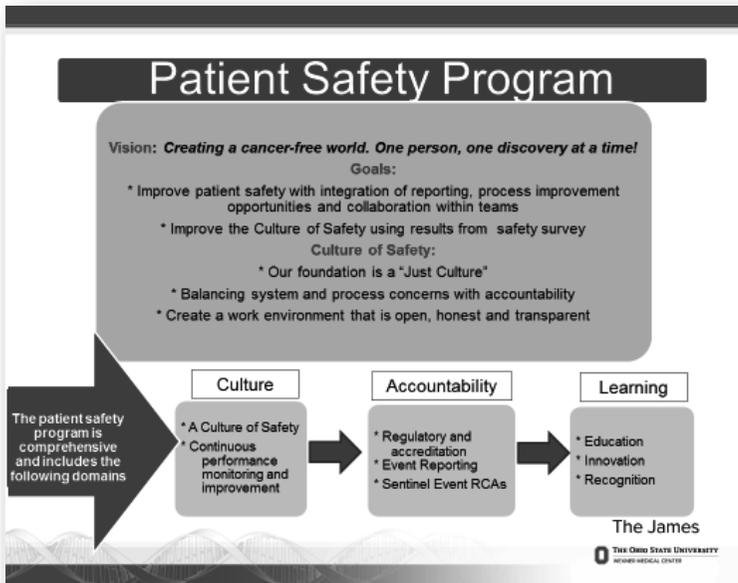


Figure 10 Patient Safety Program

The James Patient Satisfaction Portal/Dashboard

The Patient Satisfaction dashboard (See Fig 11) is a set of patient experience indicators gathered from surveys after discharge or visit to a system based clinic or hospital. The dashboard covers performance in areas such as physician communication, nursing responsiveness, pain management, admitting and discharging speed and quality in addition to many other service categories. The information is shared in forums with staff, clinicians, administration, including the Boards. Performances on many of these indicators serve as annual goals for leaders and members of clinical and patient experience teams.

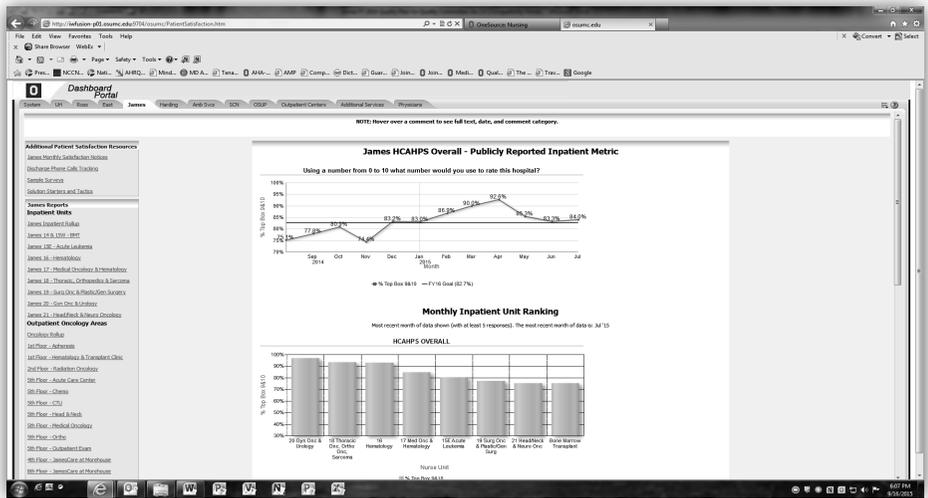


Figure 11 Patient Satisfaction Portal

Quality, Patient Safety & Reliability Staff Education

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 and service for 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 (e-learning/CBLs)
- Partnerships with IHI Open School
- Curriculum Development within College of Medicine
- Websites (internal OneSource and external OSUMC)
- Patient Safety/Quality Lesson's Learned and Patient Safety Alerts

The James Benchmark data

Both internal and external benchmarking provides value when evaluating performance.

Internal Benchmarking

Internal benchmarking uses processes and data to compare The James performance to itself over time and provides a gauge of improvement strategies within the organization.

External Benchmarking

The James participates in various database systems and focused benchmarking projects to compare performance with that of peer institutions. The James Cancer Hospital utilizes and joins other comprehensive cancer centers for benchmarking such as C4QI (Comprehensive Cancer Center Consortium for Quality Improvement) and ADCC (Alliance of Dedicated Cancer Centers), National Cancer Institute (NCI). Also, The James participates in national benchmarking efforts through the following: The Vizient, The US News Report, and the Ohio Department of Health, Press Ganey, and National Database of Nursing Quality Indicators.

Performance Based Physician Quality & Credentialing

Performance based credentialing ensures processes that assist with promoting 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 three 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
- Profile review meetings with department chairs
- Discussion at Credentialing Committee
- Final recommendation & approval:
 - Medical Staff Administrative Committees
 - Medical Director
 - Hospital Board

Service-Specific Indicators

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

The definition of service/department-specific indicators is the responsibility of the director/chair of each unit. The performance of 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 related to these indicators and report that information to the Department of Quality & Operations Improvement.

The purpose of the medical Staff Evaluation is several-fold:

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

Provider Performance Based Process

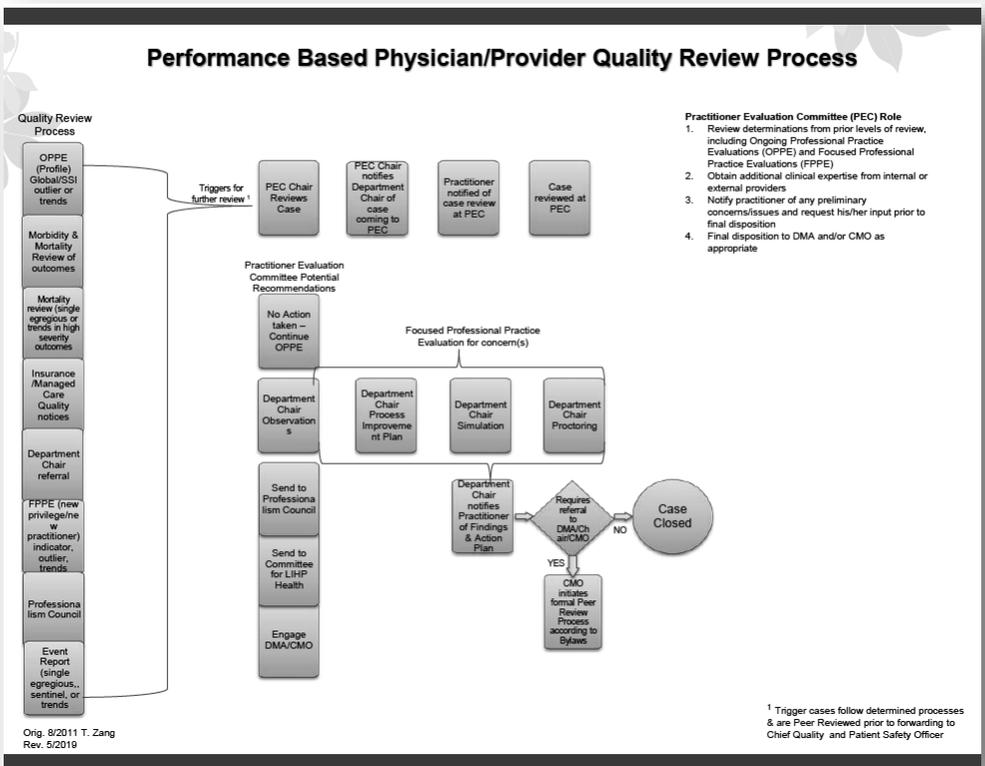


Figure 12 Process for Provider Evaluations

Annual Evaluation

The James Quality, Patient Safety and Service Plan is approved annually by The James Quality and Patient Safety Committee and QPAC. The annual evaluation includes a review of the program activities and an evaluation of the effectiveness of the structure. Attachment 1 outlines the annual quality goals for FY20. Attachment 2 outlines the annual patient safety goals for FY20. Attachment 3 outlines the American College of Surgeons – Commission on Cancer goals for Calendar year 2019.

Attachment 1: FY 2020 James Annual Clinical Quality Goals

The James



QUALITY GOALS

JULY 1, 2019 TO JUNE 30, 2020

Clinical Quality Improvement Goal - Inpatient

Implementation of Enhanced Recovery After Surgery (ERAS) programming for all surgical oncology service lines – a multimodal perioperative care pathway designed to achieve early recovery after major surgery.

Clinical Quality Improvement Goal - Outpatient

Utilization & study of Patient Reported Outcomes Measures (PROM) using the Patient Reported Outcome Measures Information Systems (PROMIS) tools embedded in EPIC. 3 areas are involved, all following treatment with Chemotherapy: 1) Overall physical health; 2) Overall mental health; 3) Pain; and, 4) Fatigue

Quality Improvement Goal – Translational Research

Creation of methodology for IHIS documentation improvements to ensure & enhance compliance with Clinical Research Orders. This will address all types of research bio-specimens across clinical and translational studies.

Clinical Quality Improvement Goal: Program Enhancement

Development and implementation across the spectrum of the Cancer Program, a "Serious Illness Conversation" program using Vital Talk which will encompass the continuum of care for all cancer patients, including improvement of end-of-life care.

Attachment 2: FY2020 James Annual Patient Safety Goals

The James



PATIENT SAFETY GOALS JULY 1, 2019 TO JUNE 30, 2020

STRETCH for **ZERO** HARM!

Focus on reduction of harm and improvement of outcomes related to
Healthcare Acquired Conditions such as :

- Infections
- Pressure Injuries (any stage)

And Safety Indicators such as:

- Sepsis Mortality
- Overall Mortality
- Falls with injury (any level of harm)
- Sustain Hand Hygiene Compliance

Target: To meet or exceed
National Comprehensive Cancer Center benchmarks

Attachment 3: CY2019 ACOS-COC Quality Goals

The James



ACOS-COC CLINICAL IMPROVEMENT AND PROGRAMMATIC GOALS
CY JANUARY 2019 THROUGH DECEMBER 2019



ACOS Clinical Goal

Involving the diagnosis, treatment, and care of the cancer program's cancer patients.

Implementation of 24/7 care availability at The James Intermediate Care Clinic.

ACOS Programmatic Goal

Directed toward the scope, coordination, and processes of cancer care at the program

Creation and implementation of the Advanced Practice Provider Procedural Team.

WEXNER MEDICAL CENTER BOARD PROJECTS RECOMMENDED FOR APPROVAL

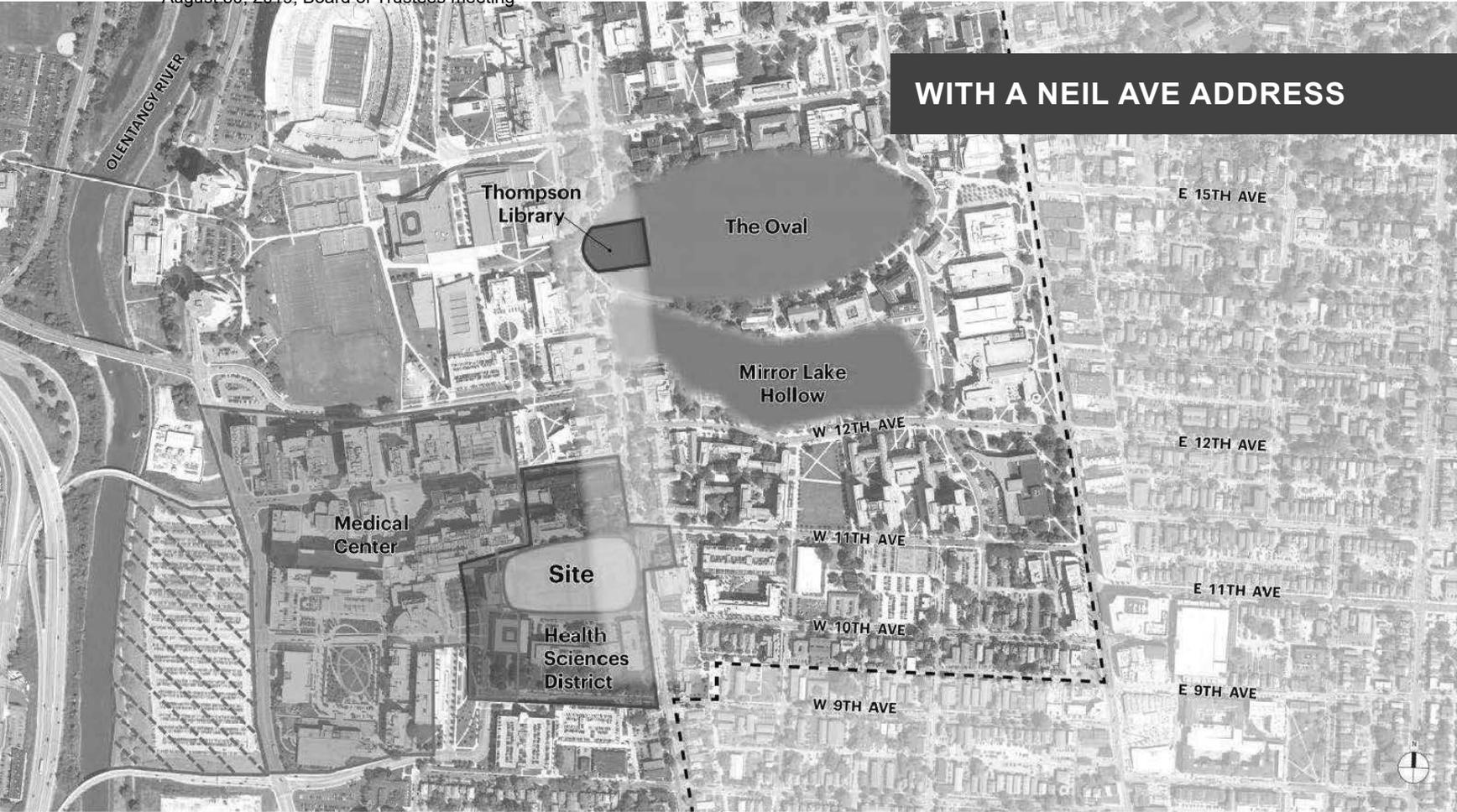
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August 28, 2019



THE OHIO STATE UNIVERSITY

NEW INTERDISCIPLINARY HEALTH SCIENCES CENTER: A FUNDAMENTAL PILLAR OF WMC STRATEGIC PLAN

- Existing facilities inadequate to fulfill educational mission
- Contemporary education requires:
 - Interdisciplinary learning
 - Flexible learning environment
 - Layouts that enable interactive discussions
 - Use of visualization and simulation technologies
 - All spaces need to be:
 - Technology-enhanced
 - Network data connected
 - Capable of displaying digital imagery
 - Facilities that foster community and encourage “chance encounters”



WITH A NEIL AVE ADDRESS

Thompson Library

The Oval

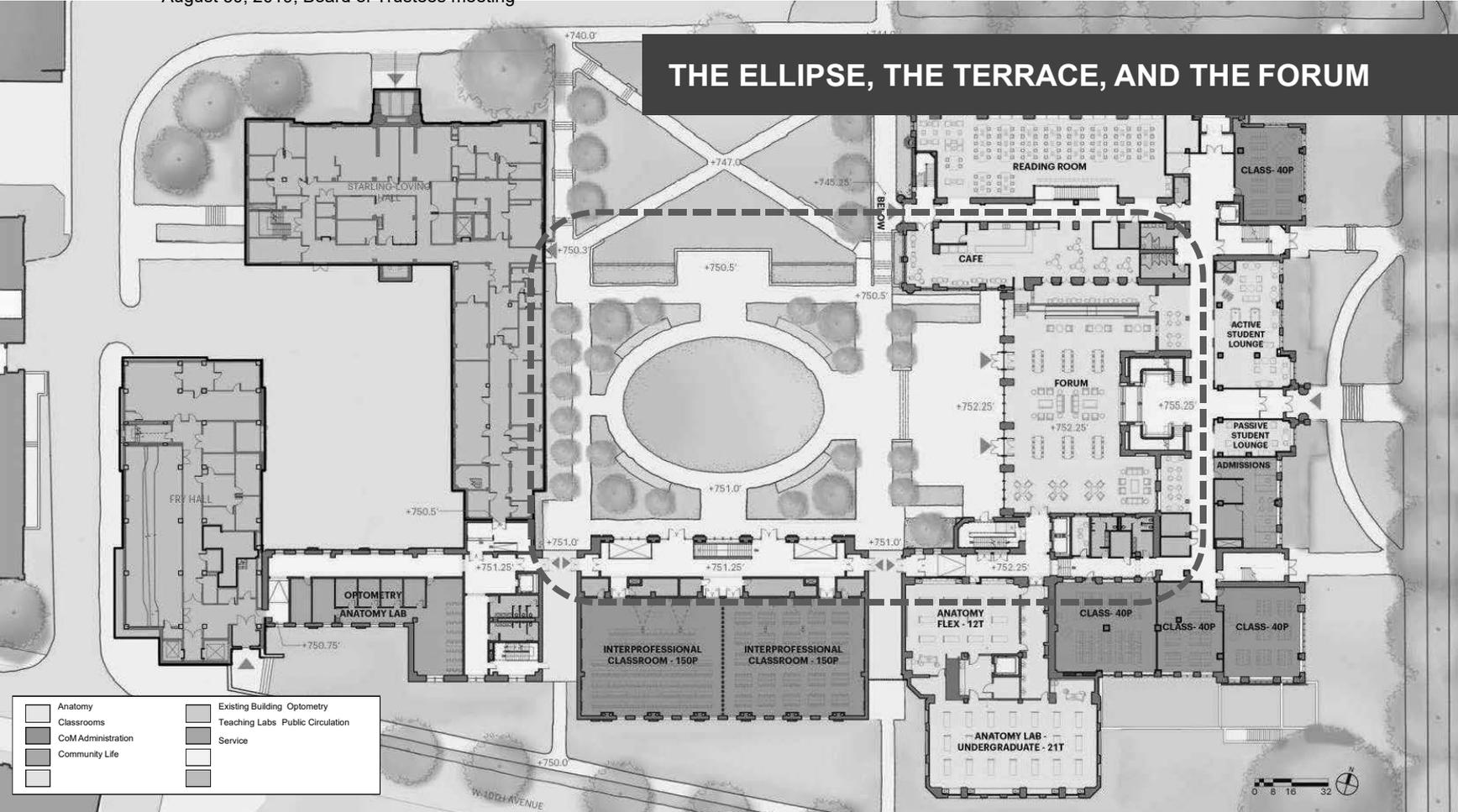
Mirror Lake Hollow

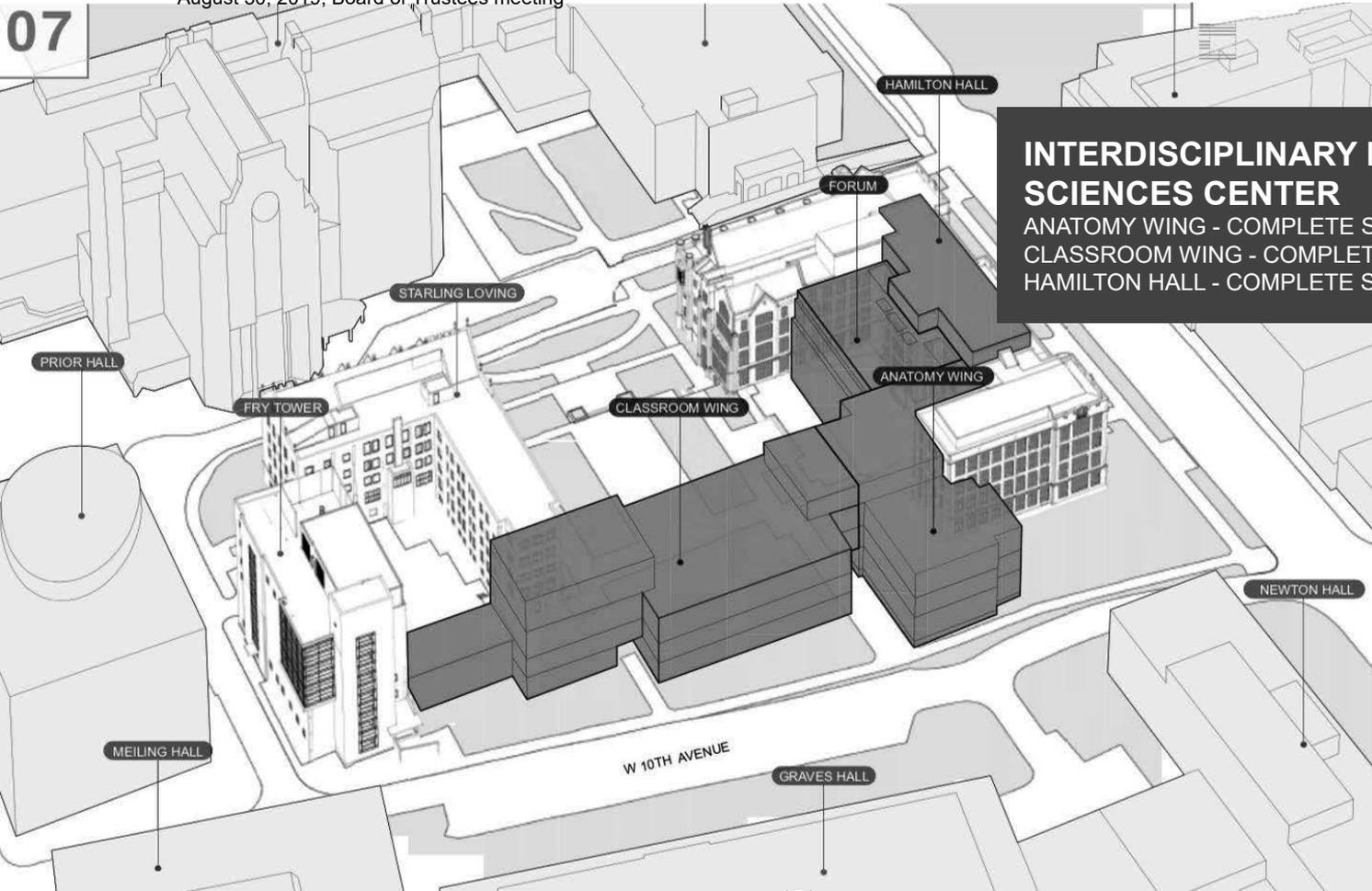
Medical Center

Site

Health Sciences District

THE ELLIPSE, THE TERRACE, AND THE FORUM





INTERDISCIPLINARY HEALTH SCIENCES CENTER

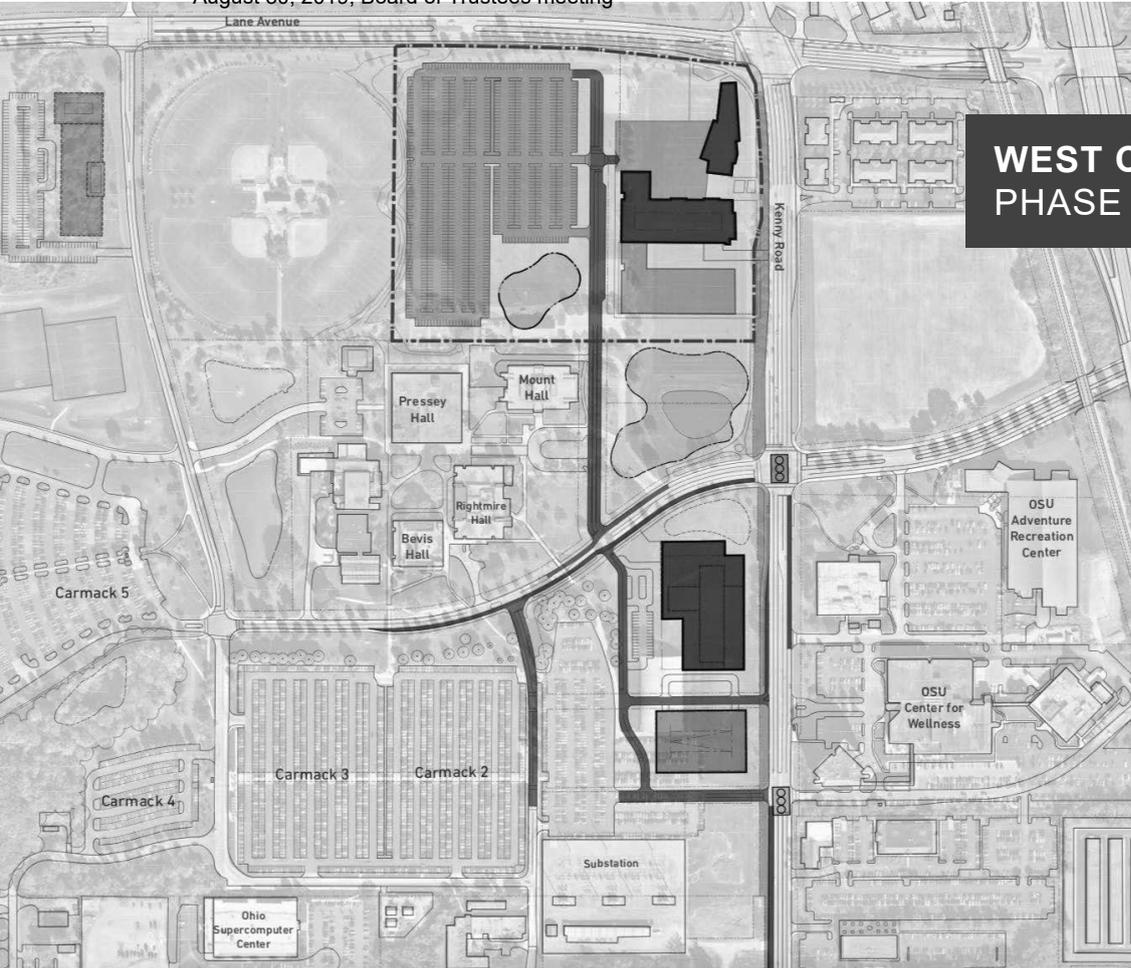
ANATOMY WING - COMPLETE SUMMER 2021
CLASSROOM WING - COMPLETE JANUARY 2023
HAMILTON HALL - COMPLETE SPRING 2023



**INTERDISCIPLINARY HEALTH
SCIENCES CENTER
VIEW OF QUADRANGLE**

**INTERDISCIPLINARY HEALTH
SCIENCES CENTER
FORUM – DAILY ACTIVITIES**





WEST CAMPUS INFRASTRUCTURE PHASE 1

INNOVATION DISTRICT AND AMBULATORY IMPROVEMENTS

- Roadway connections
- Turn lanes
- Modified / new intersection signalization
- Surface parking
- Stormwater basins



WMC GARAGES: % OF TIME FULL AT PEAK TIME

		Permit Year 2019						
	GARAGE	AUG	SEP	OCT	NOV	DEC	JAN	FEB
Transient	Safe Auto Garage	22.2%	92.3%	84.2%	86.7%	26.7%	86.7%	86.7%
Transient	12th Ave. Garage	50.0%	61.5%	31.6%	80.0%	33.3%	86.7%	93.3%
Transient	North Cannon Garage	0.0%	0.0%	0.0%	0.0%	0.0%	80.0%	86.7%
Transient	South Cannon Garage	11.1%	84.6%	94.7%	86.7%	60.0%	73.3%	80.0%
Mixed	9th Ave. East Garage	100.0%	100.0%	100.0%	93.3%	80.0%	93.3%	100.0%
Permit	9th Ave. West Garage	100.0%	100.0%	100.0%	93.3%	80.0%	93.3%	100.0%
Permit	Neil Ave. Garage	100.0%	100.0%	100.0%	93.3%	80.0%	100.0%	100.0%
Permit	11th Ave. Garage	39.8%	100.0%	100.0%	93.3%	66.7%	80.0%	86.7%

NOTE: OCCUPANCY MEASURED M-TH AT 1 PM PEAK TIME. 'FULL' DEFINED AS >90%



Neil Ave
978 Spaces
Built 2004

12th Ave
642 Spaces
Built 1987

11th Ave
644 Spaces
Built 1977

Inpatient
1,893 Spaces
Expected 5/2021

Safe Auto
997 Spaces
Built 2004

9th Ave W
1,057 Spaces
Built 1980

9th Ave E
991 Spaces
Built 2009

Proposed Dodd
1,100 Spaces
Expected 12/2021

**WMC PARKING
MAIN CAMPUS PARKING**

MARTHA MOREHOUSE FACILITY IMPROVEMENTS

BEFORE



AFTER



BEFORE



AFTER



- Completed project will enhance **patient experience, operations, education and research** by:
 - Accommodating strategic growth of areas of concentration, and co-location of like services
 - Increasing clinic size
 - Improving circulation and patient access, including patient entry and discharge
 - Updating branding and finishes

Project Data Sheet for Board of Trustees Approval

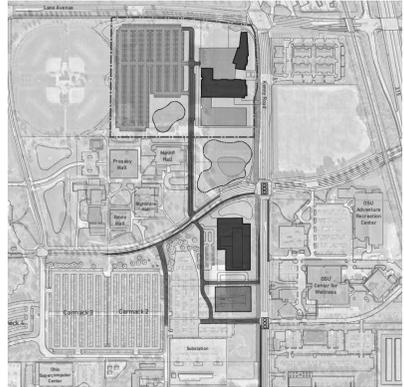
West Campus Infrastructure Phase 1

OSU-200101 (CNI# 19000129)

Project Location: West Campus

- **approval requested and amount**
- professional services \$1.9M
- **project budget**
- professional services \$1.9M
- construction \$15.6M

- total \$17.5M



- **project funding**
 - university debt
 - development funds
 - university funds
 - auxiliary funds
 - state funds
 - partner funds (OSEP)
- **project schedule**

BoT approval – prof serv	8/19
design/bidding	9/19 – 12/20
construction	4/20 – 12/21
- **project delivery method**
 - general contracting
 - design/build
 - construction manager at risk
- **planning framework**
 - this project is included in the FY20 Capital Investment Plan
- **project scope**
 - provide infrastructure to support phase 1 building projects on West Campus including the WMC West Campus Ambulatory Facilities, Energy Advancement and Innovation Center, and the Interdisciplinary Research Facility
 - improvements include additional vehicular lanes, modified/new intersection signalization, surface parking lots, and internal access roads
 - utility work includes sanitary sewer, stormwater and water service extension
- **approval requested**
 - approval is requested to enter into professional services contracts

- **project team**
- University project manager: Tom Ekegren
- AE/design architect: TBD

Project Data Sheet for Board of Trustees Approval

Dodd - Parking Garage

OSU-200103 (CNI#20000001)

Project Location: Wexner Medical Center

- **approval requested and amount**
professional services/construction \$33.3M

- **project budget**
professional services \$2.6M
construction w/contingency \$30.7M

total project budget \$33.3M

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

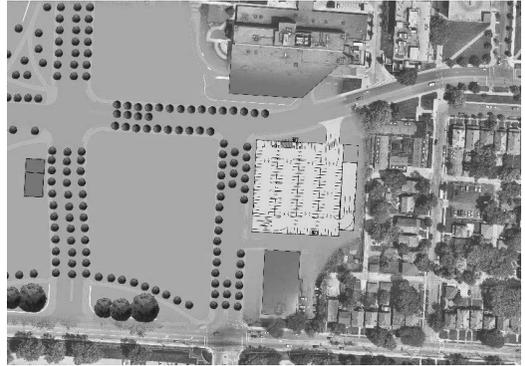
- **project schedule**
BoT approval 8/19
design 10/19 – 4/20
construction 5/20 – 12/21

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

- **planning framework**
 - This project is included in the FY20 Capital Investment Plan

- **project scope**
 - construct a six-level parking facility for approx. 1,100 cars on the former Dodd Hall surface lot
 - scope includes site work and utility connections

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



-
- **project team**
University project manager: Al Stazzone
Criteria AE: TBD
Design-Builder: TBD

Project Data Sheet for Board of Trustees Approval

Interdisciplinary Health Sciences Center

OSU-180354 (CNI# 18000021, 18000077)

Project Location: Hamilton Hall

- **approval requested and amount**

professional services (remainder of design)	\$5.5M
construction	\$131.0M

- **project budget**

professional services	\$20.5M
construction w/contingency	\$135.4M
<hr/>	<hr/>
total project budget	\$155.9M

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

- **project schedule**

BoT professional services approval	11/17
design	8/18 – 12/19
construction	10/19 – 7/23
facility opening	8/23

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

- **planning framework**
 - consistent with the strategic plans of the university and Wexner Medical Center to provide transformational research and learning environments
 - this project is included in the FY 2018, FY 2019 and FY 2020 Capital Investment Plans

- **project scope**
 - the project is a multi-phased renovation and addition to serve the Health Sciences
 - 150,000 sf of renovation of Hamilton Hall and construction of a new 100,000 sf building with upgraded and flexible facilities
 - program space includes classrooms, anatomy labs, research labs, informal learning spaces, administrative and building support
 - 11th Avenue roadway extension and site improvements are included in the project

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



-
- **project team**

University project manager:	Evan Gardiner
AE/design architect:	Acock Associates
Construction Manager:	Gilbane Building Company

Project Data Sheet for Board of Trustees Approval

Martha Morehouse Facility Improvements

OSU-200053 (CNI#:19000137)

Project Location: Martha Morehouse Medical Plaza - Pavilion

- **approval requested and amount**

professional services	\$3.4M
construction (early bid package)	\$1.7M

- **project budget**

professional services	TBD
construction	TBD
total	TBD

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



- **project schedule**

BoT approval	8/19
design	9/19 – 5/20
construction	7/20 – 7/24
facility opening	8/24

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

- **planning framework**
 - this project is included in the FY20 Capital Investment Plan
 - project scope is based on a study that was completed in January 2019
 - site and entrance improvements are currently being studied
 - total project cost will be validated after completion of the site/entrance study

- **project scope**
 - the project will construct a 7,000-square-foot addition to the north and west, expanding registration, laboratory spaces, and waiting areas
 - the project will renovate 105,000 sf of existing space including Pulmonary Rehabilitation, urgent care, OPAC, Comprehensive Weight Management, food service, and patient drop-off/pick-up canopy, an additional elevation is included in the scope
 - an early bid package includes priority construction work to address patient accessibility

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

-
- **project team**

University project manager:	Kevin Koesters
AE:	TBD
CM at Risk:	TBD

August 30, 2019, Board of Trustees meeting

FY2020-24 Capital Investment Plan

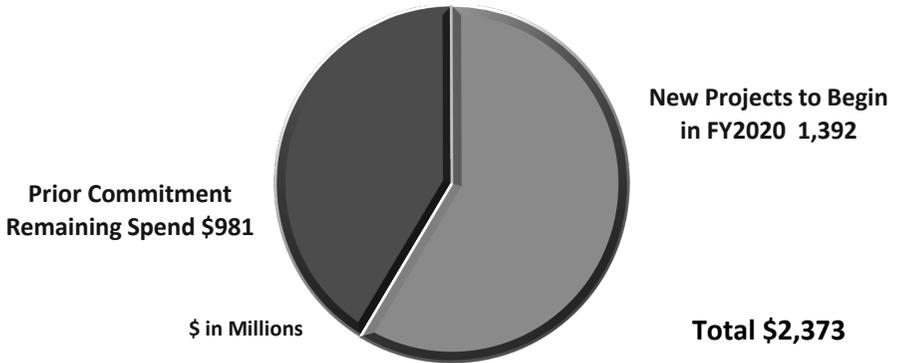


Table 1 - Prior Commitment - Remaining Spend

Line	Capital Priority	Projected Capital Expenditures					Total
		FY2020	FY2021	FY2022	FY2023	FY2024	
1	Athletics - Covelli Multi-Sport Arena	3.9	2.4				6.2
2	Cannon Drive Relocation - Phase I	6.0	1.3				7.3
3	Postle Partial Replacement	53.7	21.7				75.4
4	Ohio Stadium Upgrades	6.9					6.9
5	Wooster - New Laboratory Building	19.3	10.2	0.8			30.4
6	OSU East - West Wing Expansion/Renovation	15.9	5.5				21.4
7	Campus Wi-Fi System	6.4	5.6	0.2			12.2
8	A&S - Celeste Teaching Labs Renovations	6.5	7.9	7.9	6.4		28.7
9	Athletics - Indoor Tennis Center	7.2	9.6	5.8			22.6
10	Engineering - Advanced Materials Corridor	24.8	16.1	1.3			42.1
11	FAES - Controlled Env. Food Prd Research	18.5	4.6				23.2
12	FOD - Cannon Ph 2 - (additional design funding)	1.6	1.9	1.5	0.5		5.4
13	FOD - RDM Instructional Sciences	1.0	6.8	8.8	8.4		25.0
14	Newark - Science & Technology Bldg	8.0	10.7	3.4			22.0
15	Nursing - Newton Building Addition	2.5	8.6	11.5	1.6		24.2
16	TTM - Service Annex Building Renovation	4.0	4.4				8.4
17	Arts District (design)	6.2					6.2
18	Interdisciplinary Research Center (design)	12.4					12.4
19	Interdisciplinary Health Sci Center (design)	15.5					15.5
20	Interdisciplinary Health Sci + Opt Clinic	19.7	12.7	2.6			35.0
21	Inpatient Hospital (design)	30.6					30.6
22	WMC - Regional Ambulatory Site 1 Hamilton Road	30.4	25.4	26.8	6.8		89.4
23	WMC - Ambulatory West Campus (design)	8.9	7.7	6.3			23.0
24	WMC - Inpatient Hospital - Central Sterile Supply	24.4	15.9	3.1			43.5
25	WMC - Inpatient Hospital - Garage, Infrast. & Roads	30.9	33.1	21.8	4.5		90.3
26	WMC - Ambulatory Dublin (design)	4.0					4.0
27	Energy Advancement and Innovation Center (design)	3.0					3.0
28	Roll-up of Small Projects	142.0	87.2	35.5	1.6		266.3
	Totals	514.4	299.4	137.3	29.7		980.8

FY2020-24 Capital Investment Plan

Table 2 - New Projects Beginning in FY2020

Line	Capital Priority	Projected Capital Expenditures					Total
		FY2020	FY2021	FY2022	FY2023	FY2024	
1	Small Programmatic Cash Ready Projects	1.5	19.2	11.7	0.9		33.2
2	Anticipated Spend for CIP Additions/Changes	0.4	8.9	0.7			10.0
3	WMC - Roll Up of Multiple Cash Ready Projects	152.6					152.6
4	Roll-up of Small Infrastructure/RDM Projects	0.6	10.9	6.2	0.5		18.1
5	New Major Projects (>\$4M)						
6	A&S - Arts District Phase 1 (construction)	18.1	43.5	43.5	38.2	1.7	145.0
7	Athletics - Lacrosse Stadium	0.4	2.4	7.0	7.1	3.2	20.0
8	Bus Adv - Schottenstein Main Roof Replacement	0.2	2.3	3.7	0.3		6.5
9	Energy Advancement and Innovation Center (const.)	5.3	12.6	12.4	3.4		33.7
10	FAES - Cntrl'd Env Food Prdxn Res Cmplx (amendment)	0.2	1.3	3.9	3.9	1.8	11.0
11	FAES - Wooster Fisher Renovation (design only)	0.1	1.8	0.1			2.0
12	FOD - Cannon Ph 2 -Herrick/Woody H (const.)	9.9	23.7	23.7	20.8	0.9	78.9
13	Interdiscip. Health Sci Center (const)	17.1	41.0	41.0	35.9	1.6	136.5
14	Interdiscip. Research (const.)	28.7	68.9	68.9	60.5	2.7	229.7
15	Libraries - Library Book Depository Expansion	0.3	1.8	5.3	5.3	2.4	15.1
16	Newark - Science & Technology Bldg (Third Floor)	2.4	5.8	1.2			9.4
17	PARE - West Campus Infrastructure and Enabling	0.3	2.1	6.1	6.2	2.8	17.5
18	Pharmacy - Parks Hall Fume Hood Renovations	0.2	2.5	4.0	0.3		7.0
19	SL - Housing - Columbus R&R & Minor Capital - FY20	0.3	4.9	8.0	0.6		13.9
20	SL - Housing - Taylor Public Space Renovation	0.2	1.3	3.9	3.9	1.8	11.0
21	SL - Rec Sports - Coffey Road Turf Field	0.3	3.6	5.9	0.5		10.2
22	VetMed - Vet Community Practice Hosp and Learning	0.3	2.1	6.1	6.2	2.8	17.5
23	WMC - Ambulatory Dublin (design 2)	2.0	5.0	1.0			8.0
24	WMC - Ambulatory Hamilton Rd (const. 2)	6.7	16.1	15.8	4.3		42.9
25	WMC - Ambulatory West Campus (const.)	40.3	96.7	96.7	84.9	3.8	322.4
26	WMC - Ambulatory West Campus (enabling)	0.3	5.9	0.5			6.6
27	WMC - Dodd Garage	5.2	12.5	12.3	3.3		33.3
	Grand Total	293.7	396.6	389.6	286.8	25.4	1,392.1

Table 3 - Funding for New Projects Beginning in FY2020 by Unit Type

Line	Unit Type	Funding Sources							Totals by Unit	% by Unit
		Local Funding	State Capital	Debt Financing	Fund Raising	CEMP Capital	Partners	Not Identified		
1	Academic-Support	149.2	8.6	87.0	160.0	215.8	33.7	5.9	660.2	47.4%
2	Student Life	40.7	0.0	0.0	0.0	0.0	0.0	0.0	40.7	2.9%
3	Athletics	22.0	0.0	0.0	20.0	0.0	0.0	0.0	42.0	3.0%
4	Infrastructure	8.3	0.0	1.5	0.0	9.3	1.8	82.1	103.1	7.4%
5	Medical Center	312.7	0.0	110.0	73.5	0.0	50.0	0.0	546.2	39.2%
	Totals By Funding Source	532.9	8.6	198.5	253.5	225.1	85.5	88.0	1,392.1	
	% By Funding Source	38.3%	0.6%	14.3%	18.2%	16.2%	6.1%	6.3%		

**APPROVAL OF FISCAL YEAR 2020
OHIO STATE ENERGY PARTNERS
UTILITY SYSTEM CAPITAL IMPROVEMENT PROJECTS**

BACKGROUND

Pursuant to the terms of the Amended and Restated Long-Term Lease and Concession Agreement for The Ohio State University Utility System dated July 20, 2018 and as amended (the “Agreement”), Ohio State Energy Partners LLC (OSEP) will fund and implement capital improvements to the Utility System. Capital investments made by OSEP will be tied to the annual Utility Fee structure pursuant to the Agreement.

Proposed capital projects are evaluated by the university and OSEP for alignment with applicable strategic, financial, and physical plans and to ensure continued reliability, safety, and compliance of the Utility System.

Pursuant to the Agreement, OSEP submitted a draft five-year plan to the Energy Advisory Committee (EAC) 180 days prior to the start of the fiscal year. Members of the EAC have reviewed the details of the proposed five-year plan, provided feedback and made recommendations to OSEP. OSEP submitted a revised five-year plan for university review and approval, including the OSEP Fiscal Year 2020 proposed capital investments.

Approval of these projects will be pursuant to the project scopes outlined below, any applicable university directives, applicable project requests, and supporting documentation submitted pursuant to the Agreement.

Utility System Life-Cycle Renovation, Repair, and Replacement Projects
Utility System Expansion and Extension Projects
Energy Conservation Measure Projects

Utility System Life-Cycle Renovations, Repairs, and Replacement Projects

Air System Modernization 25-19-LFC

Scope: Replace McCracken Power Plant air compressor #2, eliminate piping cross connections, and install a new air dryer system all to address deferred maintenance and equipment issues.

Construction Cost Request: \$ 395,000

Project Cost Breakdown	Cost
FY 2019 – Design	\$ 0.03 M
FY 2020 – Construction	\$ 0.39 M
Total Project	\$ 0.42 M

Utility System Expansion and Extension Projects

Combined Heat and Power and Midwest District Heating & Cooling Plant 16-19-EXP

Scope: Construction of the Combined Heat and Power and Midwest District Heating & Cooling plant (“CHP”), contingent upon receipt of Ohio Power Siting Board approval. The construction site and the CHP plant will be leased to OSEP as Utility System Land and Utility Facilities, respectively, pursuant to the Agreement. The CHP will be built on the northeast corner of John H. Herrick Dr. and Vernon L. Tharp St. and will provide power, heating, and cooling to campus on both sides of the Olentangy River as well as to the planned West Campus Ambulatory Facility, Interdisciplinary Research Facility, and the Energy Innovation Center.

Construction Cost Request: \$ 266.7 M

Project Cost Breakdown	Cost
FY 2018 – Feasibility study	\$ 0.41 M
FY 2019 – Preliminary Design	\$ 0.74 M
FY 2020 – Permits & long-lead equip	\$ 10.00 M
FY 2020 – Construction	\$ 70.85 M
FY 2021 – Construction	\$ 125.82 M
FY 2022 – Construction	\$ 69.91 M
Total Project	\$ 277.73 M

Health Sciences Center – Utility Infrastructure 20-19-EXP

Scope: Construction of utility infrastructure necessary to provide electricity, heating, and cooling to the university’s new Health Sciences Center (Project- OSU -180354). The project will also include structural repairs to the associated 11th Avenue tunnel, subject to a University Directive pursuant to the Agreement. OSEP will perform OSU’s scope associated with tunnel repairs.

Construction Cost Request: \$ 6.25 M

Project Cost Breakdown	Cost
FY 2019 – Design	\$ 0.53 M
FY 2020 – Construction (OSEP Scope)	\$ 0.78 M
FY 2020 – Construction (OSU Scope)	\$ 0.47 M
FY 2021 – Construction (OSEP Scope)	\$ 5.00 M
Total Project	\$ 6.78 M

West Campus Ambulatory Facility – Utilities Infrastructure 27-19-EXP

Scope: Extend electricity service to West Campus Ambulatory Facility, installation a new circuit from Buckeye Substation; a feeder from West Campus Substation; two double-ended substations for the Proton Therapy Building and Ambulatory Phase I; and a 750-kVA transformer for the parking garage. Service will come from Buckeye substation to enable the building to benefit from the proposed Combined Heat and Power facility.

Construction Cost Request: \$2.1 M

Project Cost Breakdown	Cost
FY 2019 – Design	\$ 0.02 M
FY 2020 – Construction	\$ 1.10 M
FY 2021 – Construction	\$ 1.00 M
Total Project	\$ 2.12 M

Cannon Drive Phase II – Utility Infrastructure 28-19-EXP

Scope: Relocation of existing steam trenches, vaults, medium voltage ductbanks and electrical lines, and natural gas pipe located under Cannon Drive. Steel natural gas lines will be replaced with polyethylene lines. Utility infrastructure will also be extended to the new storm water pump station.

Construction Cost Request: \$ 12.62 M

Project Cost Breakdown	Cost
FY 2019 – Design	\$ 0.01 M
FY 2020 – Design (approved FY2019)	\$ 1.63 M
FY 2021 – Construction	\$ 0.51 M
FY 2021 – Construction	\$ 6.44 M
FY 2022 – Construction	\$ 5.66 M
Total Project	\$ 14.26 M

South Residence Halls Air Conditioning 57-19-EXP

Scope: Construction of utility infrastructure for air conditioning in Baker, Mack, Canfield, Bradley, and Paterson Halls via available capacity in the south high-rise geothermal plant.

Construction Cost Request: \$ 12.3 M

Project Cost Breakdown	Cost
FY 2019 – Study	\$ 0.06 M
FY 2020 – Design	\$ 1.36 M
FY 2020 – Construction	\$ 4.88 M
FY 2021 – Construction	\$ 7.37 M
Total Project	\$ 13.68 M

Interdisciplinary Research Facility 21-20-EXP

Scope: Extend electric service to the new Interdisciplinary Research Facility, including the necessary building switch, transformers, duct bank, and cabling for two electric feeders from Buckeye substation and a third feeder from the West Campus substation.

Construction Cost Request: \$ 1.0 M

Project Cost Breakdown	Cost
FY 2020 – Construction	\$ 0.55 M
FY 2021 – Construction	\$ 0.46 M
Total Project	\$ 1.01 M

Energy Innovation Center – Utility Infrastructure 29-20-EXP

Scope: Extension of new electricity duct bunk, cables, medium voltage switch, and transformers to the new Energy Innovation Center. Service to this building will utilize the new feeds to be installed for both the West Campus Ambulatory Facility and Interdisciplinary Research Facility.

Construction Cost Request: \$ 416,000

Project Cost Breakdown	Cost
FY 2020 – Construction	\$ 0.21 M
FY 2021 – Construction	\$ 0.21 M
Total Project	\$ 0.42 M

New Hospital Tower – Utility Infrastructure 49-20-EXP

Scope: Design of the utility infrastructure necessary to support the new Hospital Tower, including high pressure steam, condensate, natural gas, chilled water, and electricity. The project will also design the extension of redundant chilled water infrastructure from the north and from the south to provide resiliency to the hospital's chilled water system. This project also includes the relocation of existing Harding Hospital primary electric service out of the existing North Cannon Garage to allow for garage demolition.

Design Only Cost Request: \$ 2.1 M

Project Cost Breakdown	Cost
FY 2020 – Design	\$ 1.03 M
FY 2021 – Design	\$ 1.07 M
Total Project	\$ 2.10 M

Athletics District Gas & Power Infrastructure 73-20-EXP

Scope: Extend electricity and natural gas infrastructure to serve the Athletics District. This request is for Construction Approval for the utility systems needed at the Ty Tucker Tennis Center, and for Design and Construction Approval for the utility systems needed for the proposed Lacrosse Stadium.

Construction Cost Request: \$ 2.6 M

Project Cost Breakdown	Cost
FY 2020 – Ty Tucker Design	\$ 0.05 M
FY 2020 – Design & Construction	\$ 0.78 M
FY 2021– Construction	\$ 1.78 M
Total Project	\$ 2.61 M

Library Book Depository Expansion – Utility Infrastructure 82-20-EXP

Scope: Relocation of existing high voltage electrical service and associated duct bank to accommodate the proposed expansion of the Library Book Depository.

Construction Cost Request: \$203,000

Project Cost Breakdown	Cost
FY 2020 – Construction	\$ 0.20 M

Energy Conservation Measures Projects

Campus Lighting - Buildings Phase III 54-20-ECM (excluding Student Life buildings)

Scope: Install high-efficiency LED interior lights in 118 buildings on campus, including approximately 21,000 incompatible and non-working lamp drivers/ballasts. This project is expected to save the university an estimated \$28 million over the life of the lamps. \$4 million was approved in May 2019 to begin work on the Student Life buildings.

Construction Cost Request: \$12.58 M

Project Cost Breakdown	Cost
FY 2020 – Const. (SL Buildings)	\$ 4.00 M
FY 2020 – Construction	\$ 5.93 M
FY 2021 – Construction	\$ 6.74 M
Total Project	\$ 16.67 M

Building Energy Systems Optimization – Phase II 58-20-ECM

Scope: Strategic facilities improvements to reduce the energy consumption by more than an average of 22% in more than 30 buildings on campus, including several academic/classroom buildings, nine Wexner Medical Center buildings, the North Recreation Center, and Veterinary Medicine Academic building and the Ohio Union.

Construction Cost Request: \$ 23.0 M

Project Cost Breakdown	Cost
FY 2020 – Construction	\$ 6.91 M
FY 2021 – Construction	\$12.68 M
FY 2022 – Construction	\$ 3.46 M
Total Project	\$ 23.05 M

Project Data Sheet for Board of Trustees Approval

Lacrosse Stadium

OSU-190889 (CNI# 19000133)

Project Location: Athletics District, Irving Schottenstein Drive

- **approval requested and amount**
 professional services \$2.3M

- **project budget**
 professional services \$2.3M
 construction w/contingency \$17.7M

 total project budget \$20.0M

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

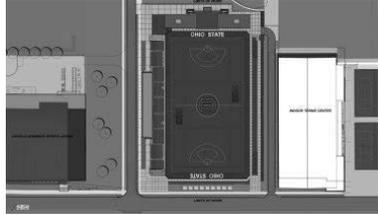
- **project schedule**
 BoT professional services approval 8/19
 design/bidding 9/19 – 9/20
 construction 10/20 – 11/21
 facility opening 1/22

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

- **planning framework**
 the project is consistent with Framework 2.0 and the Athletics District Framework Plan
 this project is included in the FY 2020 Capital Investment Plan

- **project scope**
 the project will construct a new outdoor Lacrosse stadium in the Athletics District, east of the Covelli Center for the Men's and Women's Varsity Lacrosse programs
 the venue will include the outdoor field, 2500 stadium seats, locker rooms, and concessions

- **approval requested**
 approval is requested to enter into professional services contracts



-
- **project team**
 University project manager: Gary Collier
 AE/design architect: TBD
 CM at Risk: TBD

Project Data Sheet for Board of Trustees Approval

Library Book Depository Phase 3

OSU-200068 (CNI# 12000467)

Project Location: Library Book Depository

- **approval requested and amount**

professional services	\$1.3M
-----------------------	--------
- **project budget**

professional services	\$1.3M
construction w/contingency	\$13.8M
<hr/>	
total project budget	\$15.1M
- **project funding**
 - university debt
 - fundraising
 - university funds
 - auxiliary funds
 - state funds
- **project schedule**

BoT professional services approval	8/19
design	9/19 – 8/20
construction	9/20 – 6/21
facility opening	8/21
- **project delivery method**
 - general contracting
 - design/build
 - construction manager at risk
- **planning framework**
 - the project supports the Framework 2.0 goals of Promoting Student Success and Supporting the Academic, Research and Outreach Mission
 - this project is included in the FY 2020 Capital Investment Plan
- **project scope**
 - the project will construct a 25,100 square foot addition to the existing building
 - the opportunity for building expansion was considered during the siting and construction of the original building
 - the current facility houses approximately 3 million print volumes along with the university historical documents in the University Archives
 - the planned expansion will house an additional approximately 4.4 million print volumes to support current needs plus opportunity for expected strategic growth
- **approval requested**
 - approval is requested to enter into professional services contracts



-
- **project team**

University project manager:	Brandon Shoop
Criteria AE:	TBD
Design Builder:	TBD

Project Data Sheet for Board of Trustees Approval

West Campus Infrastructure Phase 1

OSU-200101 (CNI# 19000129)

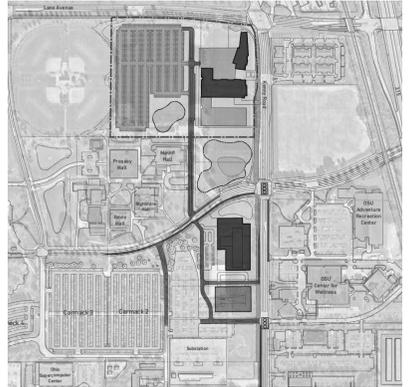
Project Location: West Campus

- **approval requested and amount**

professional services	\$1.9M
-----------------------	--------

 - **project budget**

professional services	\$1.9M
construction	\$15.6M
total	\$17.5M



- **project funding**

 - university debt
 - development funds
 - university funds
 - auxiliary funds
 - state funds
 - partner funds (OSEP)

- **project schedule**

BoT approval – prof serv	8/19
design/bidding	9/19 – 12/20
construction	4/20 – 12/21

- **project delivery method**

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

- **planning framework**

 - this project is included in the FY20 Capital Investment Plan

- **project scope**

 - provide infrastructure to support phase 1 building projects on West Campus including the WMC West Campus Ambulatory Facilities, Energy Advancement and Innovation Center, and the Interdisciplinary Research Facility
 - improvements include additional vehicular lanes, modified/new intersection signalization, surface parking lots, and internal access roads
 - utility work includes sanitary sewer, stormwater and water service extension

- **approval requested**

 - approval is requested to enter into professional services contracts

-
- **project team**

University project manager:	Tom Ekegren
AE/design architect:	TBD

Project Data Sheet for Board of Trustees Approval

Coffey Road Park Recreation Fields

OSU-200155 (CNI# 19000111)

Project Location: Coffey Road Park



- **approval requested and amount**

professional services	\$1.2
construction w/contingency	\$9.0

- **project budget**

construction w/contingency	\$9.0
professional services	\$1.2
<hr/>	<hr/>
total project budget	\$10.2

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

- **project schedule**

BoT professional services approval	8/19
design	10/19 – 3/20
construction	4/20 – 4/21
facility opening	5/21

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

- **planning framework**
 - the project is consistent with Framework 2.0 and the Student Life Outdoor Recreation Framework Plan to maintain campus recreation along the Olentangy River and in close proximity to students
 - the purpose of the project will be the first step in implementing the long-term vision for outdoor recreation
 - this project is included in the FY 2020 Capital Investment Plan

- **project scope**
 - the project will improve Coffey Road Park to accommodate outdoor recreational activities that are being displaced by West Campus development
 - the project will provide site improvements including artificial turf fields, lighting, pedestrian paths, multi-purpose lawn, stormwater management and a support building
 - the project will provide flexible, programmed space for multiple sports including flag football, ultimate frisbee, NCAA soccer, intramural soccer and softball

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

- **project team**

University project manager: TBD
AE/design architect: TBD
CM at Risk: TBD

Project Data Sheet for Board of Trustees Approval

Dodd - Parking Garage

OSU-200103 (CNI#20000001)

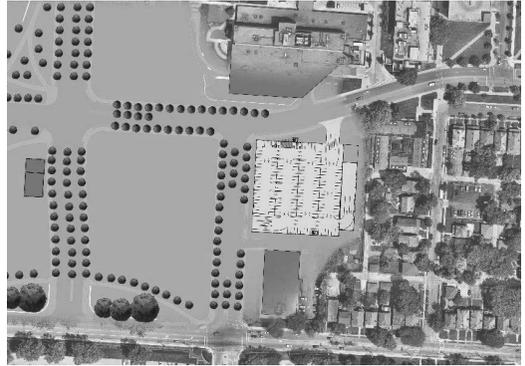
Project Location: Wexner Medical Center

- **approval requested and amount**
professional services/construction \$33.3M

- **project budget**
professional services \$2.6M
construction w/contingency \$30.7M

total project budget \$33.3M

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



- **project schedule**
BoT approval 8/19
design 10/19 – 4/20
construction 5/20 – 12/21

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

- **planning framework**
 - This project is included in the FY20 Capital Investment Plan

- **project scope**
 - construct a six-level parking facility for approx. 1,100 cars on the former Dodd Hall surface lot
 - scope includes site work and utility connections

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

-
- **project team**
University project manager: Al Stazzone
Criteria AE: TBD
Design-Builder: TBD

Project Data Sheet for Board of Trustees Approval

Interdisciplinary Health Sciences Center

OSU-180354 (CNI# 18000021, 18000077)

Project Location: Hamilton Hall

- **approval requested and amount**

professional services (remainder of design)	\$5.5M
construction	\$131.0M

- **project budget**

professional services	\$20.5M
construction w/contingency	\$135.4M
<hr/>	
total project budget	\$155.9M

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

- **project schedule**

BoT professional services approval	11/17
design	8/18 – 12/19
construction	10/19 – 7/23
facility opening	8/23

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

- **planning framework**
 - consistent with the strategic plans of the university and Wexner Medical Center to provide transformational research and learning environments
 - this project is included in the FY 2018, FY 2019 and FY 2020 Capital Investment Plans

- **project scope**
 - the project is a multi-phased renovation and addition to serve the Health Sciences
 - 150,000 sf of renovation of Hamilton Hall and construction of a new 100,000 sf building with upgraded and flexible facilities
 - program space includes classrooms, anatomy labs, research labs, informal learning spaces, administrative and building support
 - 11th Avenue roadway extension and site improvements are included in the project

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



-
- **project team**

University project manager:	Evan Gardiner
AE/design architect:	Acock Associates
Construction Manager:	Gilbane Building Company

Project Data Sheet for Board of Trustees Approval

Martha Morehouse Facility Improvements

OSU-200053 (CNI#:19000137)

Project Location: Martha Morehouse Medical Plaza - Pavilion

- **approval requested and amount**

professional services	\$3.4M
construction (early bid package)	\$1.7M

- **project budget**

professional services	TBD
construction	TBD
total	TBD

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



- **project schedule**

BoT approval	8/19
design	9/19 – 5/20
construction	7/20 – 7/24
facility opening	8/24

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

- **planning framework**
 - this project is included in the FY20 Capital Investment Plan
 - project scope is based on a study that was completed in January 2019
 - site and entrance improvements are currently being studied
 - total project cost will be validated after completion of the site/entrance study

- **project scope**
 - the project will construct a 7,000-sf addition to the north and west, expanding registration, laboratory spaces, and waiting areas
 - the project will renovate 105,000 sf of existing space including Pulmonary Rehabilitation, urgent care, OPAC, Comprehensive Weight Management, food service, and patient drop-off/pick-up canopy, an additional elevation is included in the scope
 - an early bid package includes priority construction work to address patient accessibility

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

-
- **project team**

University project manager:	Kevin Koesters
AE:	TBD
CM at Risk:	TBD

Project Data Sheet for Board of Trustees Approval

Newton Hall – Renovation and Addition

OSU-180429 (CNI#: 16000002, 16000003)

Project Location: Newton Hall

- **approval requested and amount**

professional services	\$1.4M
construction	\$21.8M

- **project budget**

professional services	\$2.7M
construction w/contingency	\$21.8M
total	\$24.5M



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

- **project schedule**

BoT approval – prof services	2/18
BoT approval – construction	8/19
design	5/18 – 12/18
construction	4/20 – 8/21
facility opening	9/21

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

- **planning framework**
 - this project is included in the FY18 and the FY19 Capital Investment Plans
 - the project will accommodate student and faculty growth and enable the relocation of College of Nursing groups back to Newton from off-campus leased space

- **project scope**
 - construct an addition of approximately 35,000 sf to the south that will include flexible classrooms, informal learning spaces and offices
 - renovate existing space including new façade, relocation of existing entryway and plaza, and an updated corridor and wellness space

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

-
- **project team**

University project manager:	Josh Kranyik
AE:	Meacham & Apel Architects
CM at Risk:	Ruscilli Construction

**APPROVAL FOR GROUND LEASE OF UNIMPROVED REAL PROPERTY
SOUTH ORCHARD DRIVE
APPLE CREEK, WAYNE COUNTY, OHIO**

Background

In August 2018, The Ohio State University's Board of Trustees (BoT) approved an Ohio Revised Code 123.17 ground lease at the Grace Drake Agricultural Laboratory in Apple Creek, Ohio by Resolution Number 2019-10. The resolution approved Certified Angus Beef® (CAB) to construct a 14,000-15,500 square foot commercial building situated on approximately 2-3 acres on Applesauce Lane. Since that time, the project scope has experienced minor changes that require BoT approval. This request is to revise Resolution Number 2019-10 changing three key factors: (1) The Certified Angus Beef® Brand Learning Center will be comprised of two commercial buildings instead of one; a 7,000-8,000 square foot multipurpose building for conferences, meetings and events, and a 7,000-8,000 square foot livestock demonstration area for training and educational purposes; (2) the buildings will be constructed off of South Orchard Drive as opposed to Applesauce Lane; and (3) the project site has increased from 2-3 acres to 2-4 acres. A survey will be performed to confirm the acreage for the ground lease area.

Location and Description

The proposed site is located near the southwest corner of South Orchard Drive and Applesauce Lane. There are no zoning restrictions.

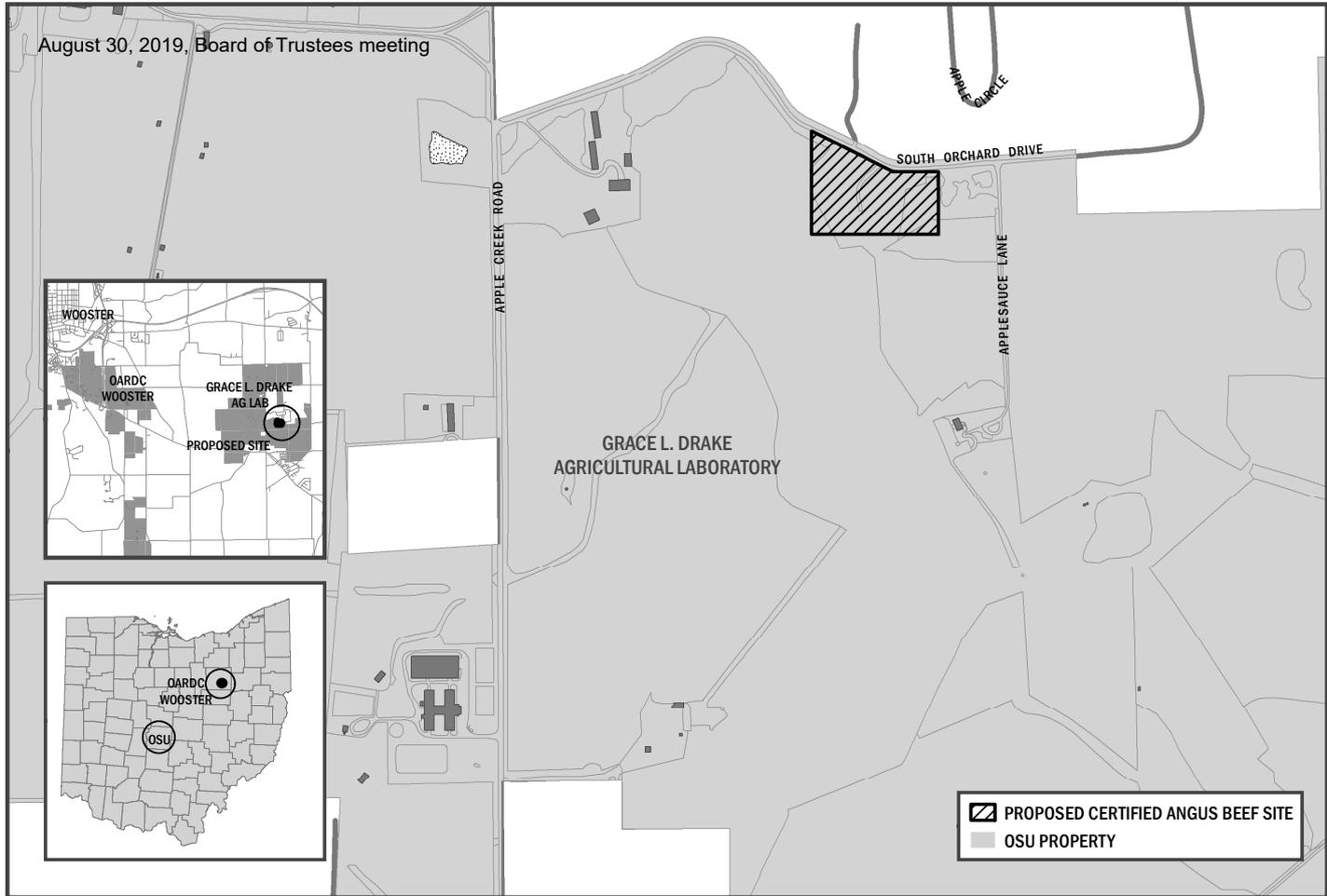
Property History

The land is titled to the State of Ohio. At this time, the College of Food, Agricultural and Environmental Sciences (CFAES) master plan does not contemplate a university use for the proposed site. Contiguous to the CAB site the university is anticipating a livestock feed commodity area at the southwest corner of South Orchard Drive and Applesauce Lane.

Recommendation

Planning, Architecture and Real Estate, together with CFAES, recommend that the Board of Trustees authorize the leasing of approximately 2-4 acres to Certified Angus Beef® for development of two commercial buildings under terms and conditions that are in the best interest of the university.

August 30, 2019, Board of Trustees meeting



**CERTIFIED ANGUS BEEF FACILITY
OARDC WOOSTER
SOUTH ORCHARD DRIVE
APPLE CREEK, OHIO**

Appendix IX

**AUTHORIZATION TO ENTER INTO A LONG-TERM LEASE
AND PURCHASE OPTION
15TH AVENUE AND HIGH STREET – BUILDING A
COLUMBUS, OHIO**

Background

The Ohio State University, on behalf of its Office of Advancement (Advancement), seeks authorization to enter into a long-term lease and purchase option with Campus Partners for Community Urban Redevelopment (Campus Partners), through its wholly owned subsidiary Redstone Realty Company, LLC (Redstone), for certain property within a newly constructed building to be located between 15th and 16th Avenues along High Street.

Advancement will lease floors three, four and five with an option to lease the second floor as well.

Project Summary

The space is being built as part of the planned, new 15 + High development. This area was identified as a strategic location by Ohio State in its 2010 Framework Master Plan and has been a primary focus of Campus Partners since 2013. The improvements planned near this intersection will increase the quality and vitality of the High Street corridor, significantly improve the public infrastructure, and create a high-quality place that prioritizes pedestrians and enhances High Street's urban fabric. The development will restore the historic front door to the University and create a signature gateway to the University District neighborhoods.

OSU will lease up to approximately 93,000 rentable square feet. Advancement will be relocating from existing offices at 1480 W Lane Avenue and other campus locations. The move will allow Advancement to consolidate many of its units and will better integrate them with other OSU groups which in turn will improve collaboration across University departments.

Redstone is obligated to construct the building under the 30-year lease. Construction is estimated to begin in Fall 2019, with completion projected in late 2020.

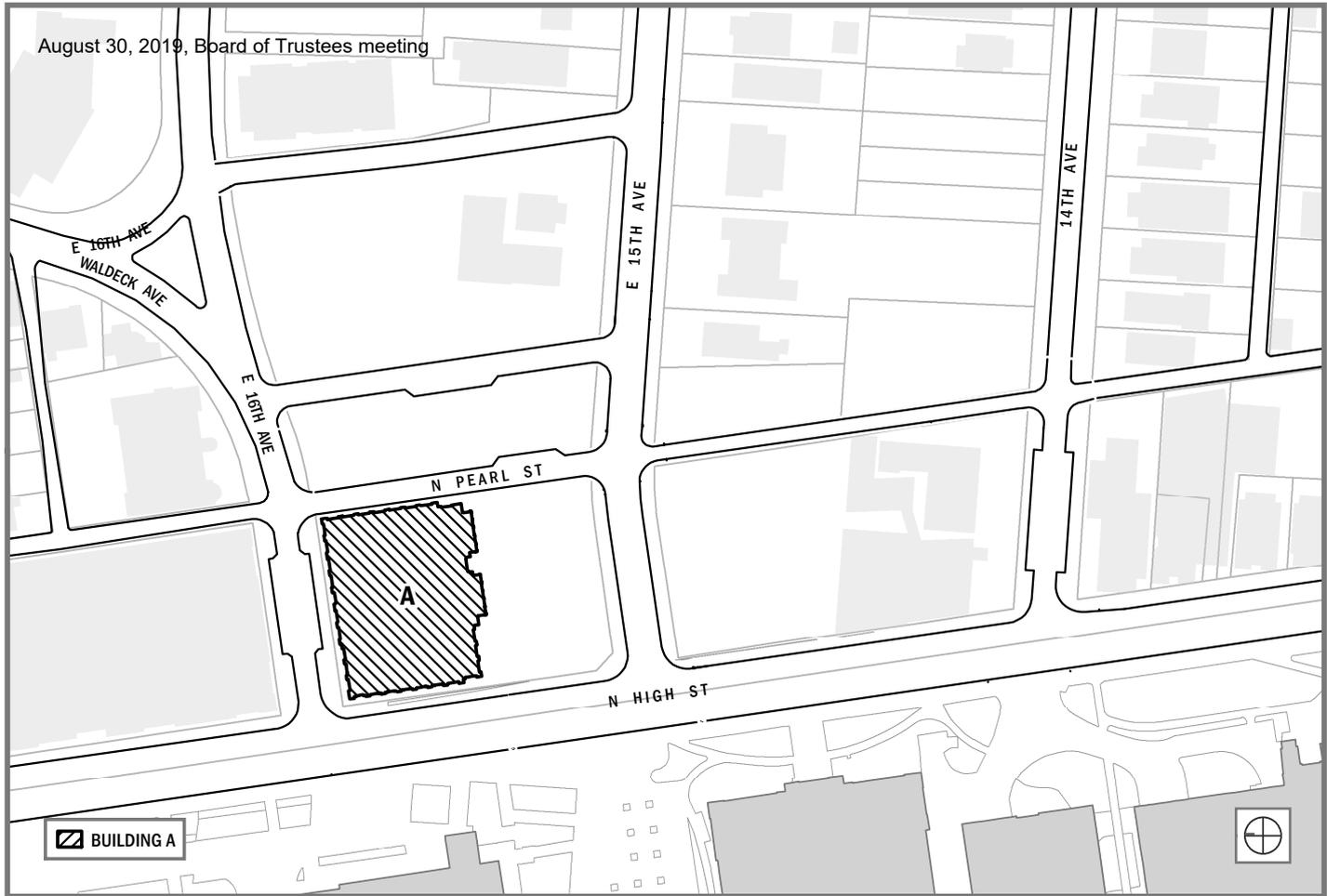
Location, and Description of Proposed Project

The proposed building will be located between 15th and 16th Avenues along High Street as part of the planned, new 15 + High development.

Authorization Requested

Authorization is requested to enter into a long-term lease and purchase option of a four-story office space within a building to be located between 15th and 16th Avenues along High Street, upon such terms and conditions that are deemed to be in the best interest of the university.

August 30, 2019, Board of Trustees meeting



 BUILDING A

BUILDING A LEASE
15TH AVENUE & HIGH STREET
COLUMBUS, FRANKLIN COUNTY, OHIO 43201

Appendix X

**AUTHORIZATION TO ENTER INTO A LONG-TERM LEASE
AND PURCHASE OPTION
15TH AVENUE AND HIGH STREET – BUILDING B
COLUMBUS, OHIO**

Background

The Ohio State University, seeks authorization to enter into a long-term lease and purchase option with Campus Partners for Community Urban Redevelopment (Campus Partners), through its wholly owned subsidiary Redstone Realty Company, LLC (Redstone), for certain property within a newly constructed building to be located at the corner of 15th Avenue and High Street.

The university will lease floors two, three, four, and five of the building upon completion of construction.

Project Summary

The space is being built as part of the planned, new 15 + High development. This area was identified as a strategic location by Ohio State in its 2010 Framework Master Plan and has been a primary focus of Campus Partners since 2013. The improvements planned near this intersection will increase the quality and vitality of the High Street corridor, significantly improve the public infrastructure, and create a high-quality place that prioritizes pedestrians and enhances High Street's urban fabric. The development will restore the historic front door to the University and create a signature gateway to the University District neighborhoods.

Several OSU departments will occupy approximately 82,219 rentable square feet in the proposed first phase of the building. Such groups include elements of the Office of Human Resources, Office of Legal Affairs, Office of Administration & Planning, Office of Business & Finance and other groups as needed.

Within the building, the offices will consolidate into a single space, in close proximity to the proposed location for the Office of Advancement, which will better integrate all parties. The groups will relocate from locations across campus such as the Gateway University District, Enarson Classroom Building, Central Services and other campus locations, making those spaces available for other uses.

Redstone is obligated to construct the building under the 30-year lease. Construction is estimated to begin in Fall 2019, with completion projected in late 2020.

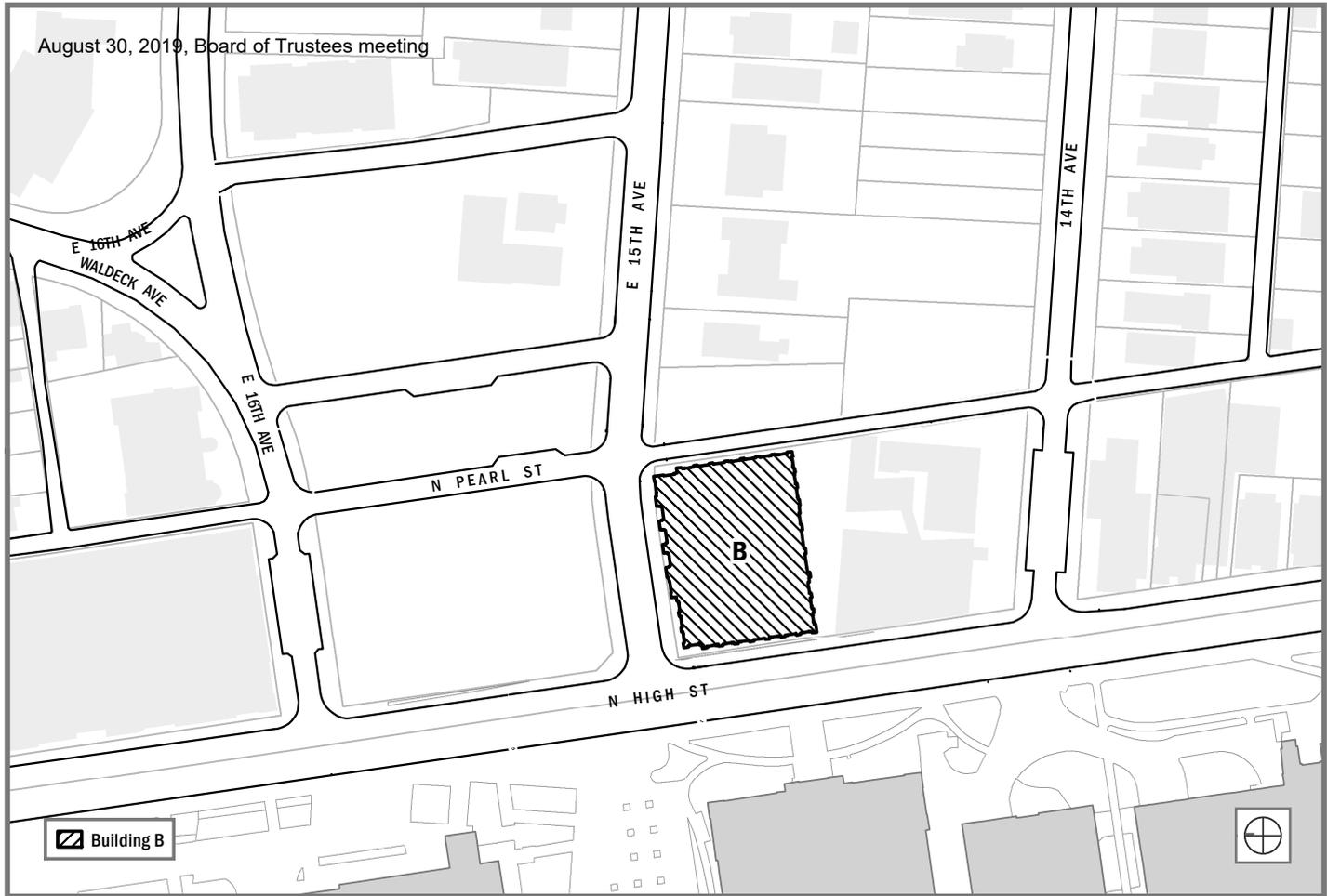
Location, and Description of Proposed Project

The proposed five-story building is to be located at the southeast corner of 15th Avenue and High Street as part of the planned, new 15 + High development.

Authorization Requested

Authorization is requested to enter into a long-term lease and purchase option of an office building to be located at the southeast corner of 15th Avenue and High Street, upon such terms and conditions that are deemed to be in the best interest of the university.

August 30, 2019. Board of Trustees meeting



BUILDING B LEASE
15TH AVENUE & HIGH STREET
COLUMBUS, FRANKLIN COUNTY, OHIO 43201



The Ohio State University Goals - Fiscal Year 2020

Time and Change strategic aspiration: To make the next bold step in Ohio State's land grant history of excellence and impact, we aspire to be a leading national flagship public research university

Time & Change Strategic Plan

1. **Advance the strategic plans for the university and academic health center** – To take the next steps in Ohio State's land-grant history of excellence and impact, we will be a leading national flagship public research university and academic medical center driving breakthrough advances for important societal issues.

Student and Faculty Success

2. **Strengthen the quality and affordability of Ohio State's teaching and learning programs, including digital flagship and state of the art curriculum development** – Ohio State faculty will be among the best in the nation utilizing and producing teaching and curriculum improvement modules. The university will be the benchmark for digital innovation and recognized practices to improve student outcomes, access, and affordability.

National Impact

3. **Further establish The Ohio State University as a national and global leader in higher education practices, policy and research to serve societal needs** – Ohio State leaders and faculty will serve on and lead national and international efforts to impact higher education practices and outcomes. Partnerships with regional, national, and international collaborators will advance research and knowledge creation and Ohio State's impact as a flagship university.

The Campus Environment

4. **Deploy best practices and policies to support the safety and wellbeing of students, staff, and faculty on OSU campuses and further create a sustainable learning environment** - Ohio State will continuously assess and support the safety and wellbeing of students, staff, and faculty. A model smart campus, utilizing leading sustainable environmental and community practices, will be planned and deployed.

Leadership and Talent

5. **Exemplify best-in-class leadership to advance the university toward strategic goals, further develop plans, practices, and policies to attract and retain the best higher education talent and advance the recruitment of key leadership positions at the university.** – The ambitious 5-7 year strategic plan calls for innovative and disciplined actions to achieve desired results. Key to success will be the caliber of faculty and leadership across the enterprise and the engagement of alumni, government and business partners, and friends of the university.

August 30, 2019, Board of Trustees meeting

Appendix XII

	Amount Establishing Endowment*	Total Commitment
<u>Establishment of Named Endowed Professorship (University)</u>		
Olga Jonasson, MD Professorship in Surgery Established August 30, 2019, with a transfer of cash reserves from OSU Surgery LLC, and gifts from colleagues, family, and friends to honor the memory and accomplishments of Dr. Jonasson, who dedicated her career to advancing women surgeons; used to support a professorship position in the Department of Surgery.	\$1,018,660.00	\$1,018,660.00
Rheumatology and Immunology Professorship Established August 30, 2019, with a fund transfer by OSU Internal Medicine, LLC; used to support a professorship for the advancement of basic and translational research in rheumatic autoimmune diseases and shall be held by a faculty member who is or shall be a member of the Division of Rheumatology and Immunology in the Department of Internal Medicine in the College of Medicine.	\$1,000,000.00	\$1,000,000.00
<u>Establishment of Named Endowed Fund (University)</u>		
Marilyn Jenne Veterinary Medical Center Equipment Endowment Established August 30, 2019, with a fund transfer by the College of Veterinary Medicine of an unrestricted gift from the estate of Marilyn Jenne; used to purchase equipment at the Veterinary Medical Center.	\$250,000.00	\$250,000.00
Veterinary Medicine Endowed Scholarship Fund Established August 30, 2019, with a fund transfer by the College of Veterinary Medicine of an unrestricted gift from the estate of Marie L. Johnston; used to provide one or more scholarships to students who are enrolled in the College of Veterinary Medicine.	\$154,654.00	\$154,654.00
The Ohio State Endowment for Military and Veterans Services Established August 30, 2019, with a fund transfer by the Office of Military and Veterans Services of unrestricted gifts from The Ohio State Fund for Military and Veterans Services; used to support the Office of Military and Veterans Services at the discretion of the director of the office.	\$100,000.00	\$100,000.00
Jim Hopper Memorial Undergraduate Research Endowment Fund Established August 30, 2019, with gifts from friends and family; used to provide renewable student support for undergraduate research within the College of Arts and Sciences, Department of Molecular Genetics.	\$51,609.00	\$51,609.00
<u>Change in Description and Name of Named Endowed Fund (University)</u>		
From: The Ernst & Young Endowment for Excellence in Accounting Education To: The EY Endowment for Excellence in Accounting Education		
From: The School of Allied Medical Professions Endowment Fund To: The School of Health and Rehabilitation Sciences Endowment Fund		
<u>Change in Description of Named Endowed Fund (University)</u>		
The Donald Collins Physical Therapy Memorial Scholarship Fund		
The Gwen Moody Harre Endowed Fund for Physical Therapy		
Gladys G. Woods Physical Therapy Endowment Scholarship		

August 30, 2019, Board of Trustees meeting

Establishment of Named Endowed Chair Fund (Foundation)

<p>Dr. Lee E. Shackelford Chair Fund in Psychiatry and Behavioral Health Established August 30, 2019, with gifts from Dr. Lee E. Shackelford (MD 1988); used for research in the Department of Psychiatry and Behavioral Health until December 31, 2025. Should the gifted endowment principal balance reach \$3,500,000 by December 31, 2025, the endowment shall be revised to support a chair position in the department. Should the gifted endowment principal balance not reach \$3,500,000 by December 31, 2025, the endowment shall be revised to support the faculty of the department.</p>	<p>\$100,781.91</p>	<p>\$3,500,000.00</p>
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Establishment of Named Endowed Funds (Foundation)

<p>Karen Rohovsky Endowed Fund Established August 30, 2019, with gifts from Dr. Michael William Rohovsky (MS 1965, DVM 1960, PhD 1967) in memory of Karen (Andreas) Rohovsky (BS 1964, MA 1965); used to provide support to one or more graduate and/or doctoral students who are enrolled in the College of Arts and Sciences and studying in the Department of Speech and Hearing Science and who have undergraduate degrees from The Ohio State University.</p>	<p>\$500,422.05</p>	<p>\$500,422.05</p>
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<p>Robert Lowell Nichols Scholarship Fund Established August 30, 2019, with an estate gift from Robert Lowell Nichols; used to provide one or more renewable annual scholarships to full-time students who are attending The Ohio State University at Newark, the Columbus campus, or another branch campus. Candidates must demonstrate financial need and academic merit, with first preference for candidates who are either residents of St. Albans Township, Licking County, Ohio who graduated from a public high school or who are children of full-time employees of the Licking County Family Y.M.C.A. If no qualified candidate exists, then second preference for candidates who are either residents of Licking County, Ohio who graduated from a public high school or who are children of full-time employees of the Licking County Family Y.M.C.A.</p>	<p>\$200,000.00</p>	<p>\$200,000.00</p>
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<p>Ritenour Family International Scholarship Fund Established August 30, 2019, with gifts from Michael L. Ritenour (BS 1991) and Karen B. Ritenour (BS 1990) and a University transfer as part of the Joseph A. Alutto Global Leadership Initiative; used to provide scholarship(s) to undergraduate or graduate students enrolled in the Max M. Fisher College of Business to support critical, action-based, learning experiences around the world.</p>	<p>\$150,000.00</p>	<p>\$150,000.00</p>
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<p>Curt and Peggy Robson Family International Scholarship Fund Established August 30, 2019, with gifts from Curtis L. Robson (BS 1977) and Peggy L. Robson in memory and honor of their mother, Ann M. Robson (1930-2018) and a University transfer as part of the Joseph A. Alutto Global Leadership Initiative; used to provide scholarship(s) to undergraduate or graduate students enrolled in the Max M. Fisher College of Business to support critical, action-based, learning experiences around the world.</p>	<p>\$100,612.40</p>	<p>\$100,612.40</p>
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<p>The Barbara Craig Berger Nursing Scholarship Fund Established August 30, 2019, with gifts from Barbara Craig Berger (BS 1969) and Lawrence Clayton Berger (BA 1968); used to provide one or more scholarships to undergraduate students who are enrolled in the College of Nursing, demonstrate financial need, and have a minimum grade point average of 2.5. Candidates must be residents of the state of Ohio.</p>	<p>\$100,000.00</p>	<p>\$100,000.00</p>
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August 30, 2019, Board of Trustees meeting

<p>The Currigan Endowed Fund Established August 30, 2019, with a gift from Dr. Colleen Emily Currigan (DVM 1985); used to support feline research at the College of Veterinary Medicine. First preference is for internal medicine clinical research at the Veterinary Medical Center. Funds may be used by faculty, residents, or students to advance feline research. Second preference shall be used for any feline research within the college. If at any time there are no feline researchers at the college, the distribution may be used to help recruit faculty who have an interest in feline medicine and research.</p>	<p>\$100,000.00</p>	<p>\$100,000.00</p>
<p>Spectrum of Care Primary Care Clinic Endowed Operations Fund Established August 30, 2019, with gifts from the Stanton Foundation; used to support any and all operational expenses of the Spectrum of Care Primary Care Clinic including, but not limited to utilities, maintenance, programs, staffing, and cost of goods.</p>	<p>\$100,000.00</p>	<p>\$5,000,000.00</p>
<p>Katsumi and Kazuko Tanaka Endowed Fund Established August 30, 2019, with a gift from Kazuko Tanaka; used to support research in the College of Arts and Sciences, Department of Physics.</p>	<p>\$100,000.00</p>	<p>\$100,000.00</p>
<p>The Shirley Abrams Endowed Scholarship Fund Established August 30, 2019, with gifts from Brian P. (BS 1983) and Marcy A. (BA 1983) Callahan and The Callahan Family Fund; used to provide a renewable scholarship to an undergraduate student. To qualify, candidates must be first-year, full-time students attending the Columbus campus, be in the top 40% of their high school graduating class, and have a minimum score of 25 on the ACT or 1130 on the SAT (if said tests are required for admission to the University). Preference will be given to qualified candidates in the following order: graduates of Williamsburg High School in Williamsburg, Ohio, who are from single-parent households; graduates of Williamsburg High School in Williamsburg, Ohio; residents of Clermont County, Ohio, who are from single-parent households; residents of Clermont County, Ohio.</p>	<p>\$72,500.00</p>	<p>\$72,500.00</p>
<p>Kimmel Family Endowed Fund for Undergraduate Education Established August 30, 2019, with gifts from Joseph W. Kimmel (BME, 1967); used to support undergraduate experiential learning in the Department of Mechanical and Aerospace Engineering.</p>	<p>\$55,500.00</p>	<p>\$55,500.00</p>
<p>The Rosemary McCullough and Barbara Rich Endowed Scholarship Fund Established August 30, 2019, with gifts from John M. Jackson (JD 1993); used to provide one or more scholarships to students who are enrolled in the Michael E. Moritz College of Law. It is the donor's desire that the scholarships be awarded with particular attention to, but not limited to, African-American students who attended Miami University for their undergraduate degree. If no such candidates are identified, it is the donor's desire for the scholarships to be awarded to African-American students who have demonstrated financial need.</p>	<p>\$53,300.00</p>	<p>\$53,300.00</p>
<p>The Diane Kaufman Fredette '78, '93 and Russell Fredette '78 Endowed Scholarship Fund Established August 30, 2019, with gifts from Russell Fredette in honor of his wife, Diane Kaufman Fredette; used to provide one or more scholarships to graduate students or undergraduate students who have completed at least two years. Candidates must be studying architecture and exhibit the importance of sustainability in their academic work and beliefs. If no students meet the selection criteria, the scholarship(s) will be open to all students who are studying in the Architecture Section of the Austin E. Knowlton School of Architecture.</p>	<p>\$52,000.00</p>	<p>\$52,000.00</p>

August 30, 2019, Board of Trustees meeting

<p>Jeffrey C. Kessler International Scholarship Fund Established August 30, 2019, with gifts from Jeffrey C. Kessler and University matching gifts as part of the Joseph A. Alutto Global Leadership 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 preference given to students in the Honors Cohort Program.</p>	<p>\$51,777.04</p>	<p>\$51,777.04</p>
<p>The Lisa Tilder Memorial Fund Established August 30, 2019, with gifts from family and friends; used to provide one or more scholarships to graduate or undergraduate students who are enrolled in the Austin E. Knowlton School of Architecture, studying in the Architecture Section, and participating in one of the school's travel programs, particularly programs in Italy or other areas of Europe. Preference shall be given to candidates who demonstrate financial need and academic excellence for whom study abroad would be a transformative experience. The donors desire that when awarding this scholarship special consideration be given for students who are members of the Association for Women in Architecture and Design.</p>	<p>\$51,250.00</p>	<p>\$51,250.00</p>
<p>E. Scott Bair Fund Established August 30, 2019, with gifts from friends, family, and colleagues; used to support students in the School of Earth Sciences who are studying hydrogeology.</p>	<p>\$51,110.00</p>	<p>\$51,110.00</p>
<p>Katherine Borst Jones Flute Studio Scholarship Fund Established August 30, 2019, with gifts from family, friends, and colleagues and a fund transfer by the School of Music; used to provide one or more scholarships to students who are enrolled in the College of Arts and Sciences and majoring in flute in the School of Music.</p>	<p>\$50,190.00</p>	<p>\$50,190.00</p>
<p>Kaira Sturdivant Rouda and Harley Rouda Executive MBA Support Fund Established August 30, 2019, with gifts from Kaira Sturdivant Rouda and Harley E. Rouda Jr. Family Fund at The Columbus Foundation created by Kaira Sturdivant Rouda and Harley E. Rouda Jr. (Executive MBA 2002) of Laguna Beach, California; used to support the Executive Master of Business Administration program and scholarship support at the Max M. Fisher College of Business.</p>	<p>\$50,375.00</p>	<p>\$50,375.00</p>
<p>The Theil Family Endowment Fund for the College of Dentistry Established August 30, 2019, with gifts from friends of the Theil family; used to provide one or more renewable scholarships to third and fourth year students who are enrolled in the College of Dentistry and have a minimum 2.0 grade point average. The donors desire to support a married student.</p>	<p>\$50,235.00</p>	<p>\$50,235.00</p>
<p>The Steven G. Wedge Cheerleading Scholarship Fund Established August 30, 2019, with a gift from Steven G. Wedge from Dublin, Ohio; used to supplement the grant-in-aid costs of a student-athlete who is a member of the cheerleading squad.</p>	<p>\$50,175.00</p>	<p>\$50,175.00</p>
<p>Major Susan Allen, Esq. (Army, Ret.) International Scholarship Fund Established August 30, 2019, with gifts from Major Susan Allen, Esq. (BS 1974) and a University transfer as part of the Joseph A. Alutto Global Leadership Initiative; used to provide scholarship(s) to undergraduate or graduate students enrolled in the Max M. Fisher College of Business to support critical, action-based, learning experiences around the world.</p>	<p>\$50,000.00</p>	<p>\$50,000.00</p>

August 30, 2019, Board of Trustees meeting

<p>The Brennan Endowed Presidential Scholarships Fund Established August 30, 2019, with gifts from David L. Brennan; reinvested in the fund's principal until the fund's principal balance reaches \$1,000,000 or the donor's estate gift is realized. If the realized gift is sufficient to increase the endowed fund's principal balance to \$1,000,000, the fund shall be used to provide four renewable equal scholarships per year to students consistent with the University's process to award preeminent academic merit scholarships in an effort to attract the best and brightest students with preference given to candidates from Akron St. Vincent – St. Mary High School. If the realized gift is not sufficient to increase the endowed fund's principal balance to \$1,000,000, the fund shall be revised to <i>The Brennan Endowed Scholarships Fund</i> and used to provide academic merit scholarships.</p>	<p>\$50,000.00</p>	<p>\$1,000,000.00</p>
<p>Jim and Millie Donahue First Generation Endowed Scholarship Fund Established August 30, 2019, with gifts from Ann Donahue and Kim D. Linkinhoker and their friends and family to celebrate Ann's career as Director of Admissions at The Ohio State University at Newark and to honor her parents; used to provide one or more scholarships to first-generation students who are attending The Ohio State University at Newark with preference given to students who have demonstrated academic ability that predicts college success and who have financial need that can only be met by borrowing.</p>	<p>\$50,000.00</p>	<p>\$50,000.00</p>
<p>The Dr. M. Boyd Epperson & Anne Epperson Endowed Scholarship Fund Established August 30, 2019, with gifts from Dr. M. Boyd (DVM 1958) and Anne Epperson; used to provide one or more scholarships to third and fourth year DVM students who are enrolled in the College of Veterinary Medicine and demonstrate financial need. Preference shall be given to candidates who have shown a history of involvement in the community.</p>	<p>\$50,000.00</p>	<p>\$50,000.00</p>
<p>James Gallagher Brothers in Song Accompanist Endowment Fund Established August 30, 2019, with gifts from D. Scott Ruck (BS 1993) and David Duralde and matching gifts from Toyota Motor North America Inc., in honor of the OSU Men's Glee Club's former director James Gallagher (MS 2012, PhD 2016) who directed the chorus for over 20 years; used to provide resources to ensure that the Men's Glee Club and other Ohio State choirs have a highly qualified accompanist to ensure the groups' musical growth and artistic success.</p>	<p>\$50,000.00</p>	<p>\$50,000.00</p>
<p>The Dr. Rohini Desai Mulchandani Product Development Team Endowed Fund Established August 30, 2019, with gifts from Dr. Rohini Desai Mulchandani (PhD 1976) and matching gifts from Abbott Laboratories; used to provide support only for graduate or undergraduate product development teams' related activities including, but not limited to, travel to conferences and competitions, materials, supplies, etc.</p>	<p>\$50,000.00</p>	<p>\$50,000.00</p>
<p>The Will Smith Memorial Scholarship Fund Established August 30, 2019, with gifts from The Ohio State University Alumni Club of Greater New Orleans; used to provide merit scholarships to undergraduate students who may demonstrate financial need. Preference shall be given to candidates in the following order: 1) Ranked as freshman and from New Orleans, Louisiana; 2) Ranked as freshman and from Louisiana or the Mississippi gulf coast; 3) Ranked any class level and from New Orleans, Louisiana; 4) Ranked any class level and from Louisiana or the Mississippi gulf coast.</p>	<p>\$50,000.00</p>	<p>\$50,000.00</p>

August 30, 2019, Board of Trustees meeting

The Dr. Andrew A. Sorensen Leadership Scholarship Fund Established August 30, 2019, with gifts from his wife Donna Sorensen, family, friends, and colleagues; used to provide one or more renewable scholarships to students who are attending the Columbus campus, are ranked sophomore or higher and demonstrate leadership ability.	\$50,000.00	\$50,000.00
Styrcula-Zavatsky Family Women & Philanthropy Scholarship Fund Established August 30, 2019, with gifts from Dr. Catherine Z. Baumgardner (BSBA 1984, MHA 1986) and Mr. Bradley H. Baumgardner, George Zavatsky and Mary S. Zavatsky (BSN 1961); used to provide renewable scholarships to undergraduate students from Belmont County, Ohio; Harrison County, Ohio; or Jefferson County, Ohio who have a minimum 3.5 grade point average.	\$50,000.00	\$50,000.00
The Pamela M. Cusick Endowed Scholarship Fund in Geriatric Social Work Established August 30, 2019, with gifts from Pamela M. Cusick (BSW 1993, MSW 1997) and friends; used to provide a scholarship to a graduate student enrolled in the College of Social Work who is pursuing a Master's degree in Social Work with a focus on elder care issues.	\$27,650.00	\$27,650.00

Change Description and Name of Named Endowed Fund (Foundation)

From: The Belford Family Endowed Chair Fund in Spinal Cord Injury
To: The Belford Center for Spinal Cord Injury Innovation Endowed Fund

From: The Guzzetta Family Endowed Ohio State University Graduate Scholarship Fund
To: The Guzzetta Family Endowed Ohio State University Scholarship Fund

From: The School of Allied Medical Professions Alumni Scholarship Fund
To: The School of Health and Rehabilitation Sciences Alumni Scholarship Fund

From: The Linda M. Cummins Simpson Research Endowment Fund in Allied Health Therapies for Mobility and ADLs
To: The Linda M. Cummins Simpson Research Endowment Fund in Rehabilitation Therapies for Mobility and ADLs

Change Description of Named Endowed Fund (Foundation)

The Barbara Rose Bostic Endowed Scholarship Fund in Physical Therapy

The Barbara Lynn Fisher Bott Endowed Scholarship Fund in Medical Dietetics

The Hite Family Symposium Endowment Fund

The Teresa Hite-Bryan and the Hite Family Scholarship Fund

The Thomas L. Mountain and Richard C. Mountain, and the John F. Linn and the Emma C. Doran Families Endowed Scholarship Fund

The Occupational Therapy Alumni Scholarship Fund

The Physical Therapy Alumni Legacy Scholarship Fund

The Respiratory Therapy Scholarship Fund

The M. Rosita Schiller Scholarship Fund in Medical Dietetics

August 30, 2019, Board of Trustees meeting

The Lynn Allen Wallace Scholarship Fund in Sports Physical Therapy

The Janet Kay Wilson Endowed Scholarship Fund in Medical Technology

Total \$5,092,801.40

*Amounts establishing endowments as of June 30, 2019.

Olga Jonasson, MD Professorship in Surgery

The Board of Trustees of The Ohio State University shall establish the Olga Jonasson, MD Professorship in Surgery, as a quasi-endowment, effective August 30, 2019, with a transfer of cash reserves from OSU Surgery LLC, and gifts from colleagues, family, and friends to honor the memory and accomplishments of Dr. Jonasson, who dedicated her career to advancing women surgeons.

The annual distribution from this fund shall be used for a professorship position in the Department of Surgery. The position holder may be recommended by the department and approved by the highest ranking official in the College of Medicine. The position holder shall be appointed and reviewed in accordance with the current guidelines and procedures for faculty appointment.

The fund may be revised in the future when the gifted endowment principal reaches the minimum funding level required at that date for a chair position.

The highest ranking official in the College of Medicine or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the College of Medicine that the quasi-endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University may modify the purpose of this fund, in consultation with the unit named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University, may modify the purpose of this fund. The University shall consult the highest ranking official in the college or his/her designee to identify a similar purpose consistent with the original intent of the unit. Modifications to endowed funds shall be approved by the University's Board of Trustees, in accordance with the policies of the University.

Rheumatology and Immunology Professorship

The Board of Trustees of The Ohio State University shall establish the Rheumatology and Immunology Professorship, as a quasi-endowment, effective August 30, 2019, with a fund transfer by OSU Internal Medicine, LLC.

The annual distribution from this fund supports a professorship for the advancement of basic and translational research in rheumatic autoimmune diseases and shall be held by a faculty member who is or shall be a member of the Division of Rheumatology and Immunology in the Department of Internal Medicine in the College of Medicine. The professorship shall be held by a nationally eminent faculty member who has distinguished himself/herself in the performance of immunology research and maintains an active productive research program. The position holder shall be appointed and reviewed in accordance with the then current guidelines and procedures for faculty appointment.

The highest ranking official in the College of Medicine or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of OSU Internal Medicine, LLC that the quasi-endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University may modify the purpose of this fund, in consultation with the unit named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University, may modify the purpose of this fund. The University shall consult the highest ranking official in the College of Medicine or his/her designee to identify a similar purpose consistent with the original intent of the unit. Modifications to endowed funds shall be approved by the University's Board of Trustees, in accordance with the policies of the University.

Marilyn Jenne Veterinary Medical Center Equipment Endowment

The Board of Trustees of The Ohio State University shall establish the Marilyn Jenne Veterinary Medical Center Equipment Endowment, as a quasi-endowment, effective August 30, 2019, with a fund transfer by the College of Veterinary Medicine of an unrestricted gift from the estate of Marilyn Jenne.

The annual distribution from this fund supports the purchase of equipment at the Veterinary Medical Center. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the College of Veterinary Medicine.

The highest ranking official in the College of Veterinary Medicine or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the College of Veterinary Medicine that the quasi-endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University may modify the purpose of this fund, in consultation with the unit named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University, may modify the purpose of this fund. The University shall consult the highest ranking official in the college or his/her designee to identify a similar purpose consistent with the original intent of the unit. Modifications to endowed funds shall be approved by the University's Board of Trustees, in accordance with the policies of the University.

Veterinary Medicine Endowed Scholarship Fund

The Board of Trustees of The Ohio State University shall establish the Veterinary Medicine Endowed Scholarship Fund effective August 30, 2019, with a fund transfer by the College of Veterinary Medicine of an unrestricted gift from the estate of Marie L. Johnston.

The annual distribution from this fund provides one or more scholarships to students who are enrolled in the College of Veterinary Medicine. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the College of Veterinary Medicine, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest ranking official in the College of Veterinary Medicine or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the College of Veterinary Medicine that the quasi-endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University may modify the purpose of this fund, in consultation with the unit named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University, may modify the purpose of this fund. The University shall consult the highest ranking official in the college or his/her designee to identify a similar purpose consistent with the original intent of the unit. Modifications to endowed funds shall be approved by the University's Board of Trustees, in accordance with the policies of the University.

The Ohio State Endowment for Military and Veterans Services

The Board of Trustees of The Ohio State University shall establish The Ohio State Endowment for Military and Veterans Services, as a quasi-endowment, effective August 30, 2019, with a fund transfer by the Office of Military and Veterans Services of unrestricted gifts from The Ohio State Fund for Military and Veterans Services.

The annual distribution from this fund supports the Office of Military and Veterans Services at the discretion of the director of the office. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the office.

The highest ranking official in the Office of Military and Veterans Services or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the Office of Military and Veterans Services that the quasi-endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University may modify the purpose of this fund, in consultation with the unit named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University, may modify the purpose of this fund. The University shall consult the highest ranking official in the office or his/her designee to identify a similar purpose consistent with the original intent of the unit. Modifications to endowed funds shall be approved by the University's Board of Trustees, in accordance with the policies of the University.

Jim Hopper Memorial Undergraduate Research Endowment Fund

The Board of Trustees of The Ohio State University shall establish the Jim Hopper Memorial Undergraduate Research Endowment Fund effective August 30, 2019, with gifts from friends and family.

The annual distribution from this fund shall be used to provide student support for undergraduate research within the College of Arts and Sciences, Department of Molecular Genetics. Recipients shall be selected in accordance with the then current guidelines and procedures for student support established by the College of Arts and Sciences, in consultation with Student Financial Aid. Support is renewable as long as the recipients are in good standing with the University and meet the selection criteria.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select student support recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest ranking official in the College of Arts and Sciences or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the Foundation and University, may modify the purpose of this fund with approval from the Ohio Attorney General. The University shall consult the highest ranking official in the College of Arts and Sciences or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees, in accordance with the policies of the University.

The EY Endowment for Excellence in Accounting Education

The Ernst & Young Endowment for Excellence in Accounting Education was established May 7, 1993, by the Board of Trustees of The Ohio State University (University) with gifts to The Ohio State University Development Fund from the EY Foundation (formerly Ernst & Young Foundation) and the staff and partners of EY (formerly Ernst & Young). Effective August 30, 2019, the fund name and description shall be revised.

The EY Endowment for Excellence in Accounting Education was also being funded through the merger of the Arthur Young Professorship of Accounting established April 10, 1969, by the Board of Trustees of The Ohio State University and The Ernst & Ernst Professorship in Accounting established February 3, 1978, by the Board of Trustees of The Ohio State University. The name of The Ernst & Ernst Professorship in Accounting was changed to the Ernst & Whinney Professorship in Accounting on November 30, 1979.

All gifts are to be invested in the University's permanent endowment fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

The annual distribution shall be used to promote innovations and excellence in accounting through the support of faculty, students and practitioners. The administrator of the fund shall be the chair of the Department of Accounting & MIS (chair) of the Max M. Fisher College of Business (College) at the University. The chair shall form an advisory committee consisting of representation from EY (three members) and the College (four members) to review the endowment's purposes and budget each year. The chair of the Department of Accounting & MIS shall also become a member of any council of professors or chairholders that may be formed by EY to interact and promote dialogue with the academic community in higher education.

The endowment objectives shall include:

- Provide annual distribution to support scholarships to recruit and retain meritorious students in accounting. Students receiving such support shall be identified as EY Scholars.
- Provide resources annually to promote the EY Speaker Series. The series shall annually showcase a nationally known business figure and shall be offered in different cities in Ohio. The endowment shall provide the honorarium and transportation costs for the speaker.
- Provide resources to fund the EY Excellence in Teaching Award. A cash award shall be given to the selected faculty member, and additional resources shall be used to fund an event (and memento) in honor of the recipient. Initially, it is intended that the award shall be given every year with the first award and alternating awards thereafter to be made to a regular faculty member in the Department of Accounting & MIS. For the second and alternating competitions thereafter, any regular faculty in the College shall be eligible to receive the award. A committee consisting of prominent business leaders (including a representative of EY as a non-voting committee member), the chair of the Department of Accounting & MIS and the dean of the College shall make the selection.
- Provide resources annually to support the EY Faculty Scholars. This program is intended to help attract and retain faculty who are "up and coming" in the Accounting/MIS and business education community. As members of the teaching faculty, they shall be identified as EY Faculty Scholars and shall have a high level of exposure in the classroom.
- Provide resources for Accounting/MIS research and faculty development as well as administration of the endowment. This program shall support research and professional enrichment for members of the Accounting faculty. It shall also provide funds for costs associated with administering the endowment.

The EY Endowment for Excellence in Accounting Education is the first of its kind in the nation and is perfectly positioned to adapt over time to new challenges identified by EY and the College.

It is the desire of the donors that this fund should benefit the University in perpetuity. However, EY has no obligation to provide any additional funds to the endowment. If the need for this fund should cease to exist or so diminish as to provide unused distribution, then another use shall be designated by the Board of Trustees, in consultation with EY and the appropriate college dean, department chairperson, or program administrative officer in order to carry out the desire of the donors.

The School of Health and Rehabilitation Sciences Endowment Fund

The School of Allied Medical Professions Endowment Fund was established June 4, 1976, by the Board of Trustees of The Ohio State University with gifts from alumni, friends and faculty of the School of Health and Rehabilitation Sciences (formerly the School of Allied Medical Professions). Effective August 30, 2019, the fund name and description shall be revised.

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

The annual distribution and/or principal may be used for equipment, publications costs, travel, research, secretarial assistance and any other activity that enhances the educational objectives of the School of Health and Rehabilitation Sciences. Requisitions for funds are to be initiated by the director of the school and approved by the dean of the College of Medicine.

Should the need for this fund cease to exist or so diminish as to provide unused distribution, then the distribution may be used for any purpose whatsoever as determined by the Board of Trustees, with preference being given to recommendations from the appropriate administrative official of the University who is then directly responsible for health and rehabilitation sciences education.

The Donald Collins Physical Therapy Memorial Scholarship Fund

The Donald Collins Physical Therapy Memorial Scholarship Fund was established October 7, 1994, by the Board of Trustees of The Ohio State University with gifts to The Ohio State University from his son, Gregory Collins, (1978 BS All'd Hlth Prof) of Naples, Florida. Effective August 30, 2019, the fund description shall be revised.

All gifts are to be invested in the University's permanent endowment fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

The annual distribution shall be used to provide one or more scholarships to 1st or 2nd year standing students enrolled in the Physical Therapy Division of the School of Health and Rehabilitation Sciences (formerly the School of Allied Medical Professions) based on academic merit and a need for financial assistance. Selection of the recipients is to be made at the recommendation of the director of the division and faculty, in consultation with Student Financial Aid and Gregory Collins, if possible.

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused distribution, then another use shall be designated by the Board of Trustees, in consultation with the appropriate college dean, department chairperson, or program administrative officer in order to carry out the desire of the donor.

The Gwen Moody Harre Endowed Fund for Physical Therapy

The Gwen Moody Harre Endowed Fund for Physical Therapy was established February 2, 1990, by the Board of Trustees of The Ohio State University, with gifts to The Ohio State University from Gilbert A. Harre (1937 BSEd). Effective August 30, 2019, the fund description shall be revised.

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

Fifty percent (50%) of the annual distribution shall be used to provide one or more scholarships to students enrolled in the Physical Therapy Division of the School of Health and Rehabilitation Sciences (formerly the School of Allied Medical Professions). Scholarship recipients shall be chosen by the director of the division, in consultation with Student Financial Aid. The remaining fifty percent (50%) of the annual distribution shall be added to the fund's principal.

It is the desire of the donor that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused distribution, then another use shall be designated by the Board of Trustees, in consultation with the appropriate college dean, department chairperson, or program administrative officer in order to carry out the desire of the donor.

Gladys G. Woods Physical Therapy Endowment Scholarship

The Gladys G. Woods Physical Therapy Endowment Scholarship was established July 9, 1976, by the Board of Trustees of The Ohio State University with a gift to The Ohio State University from graduates of the physical therapy program at the University, friends of Ms. Gladys G. Woods (founder and former director of the Division of Physical Therapy, School of Health and Rehabilitation Sciences formerly the School of Allied Medical Professions), and fellow professionals. Effective August 30, 2019, the fund description shall be revised.

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

The annual distribution of this scholarship is to be used to provide one or more scholarships for undergraduate (junior or senior standing) or certificate students, enrolled in the Physical Therapy Division of the School of Health and

Rehabilitation Sciences, who have demonstrated academic competence and a need for financial assistance. The selection of recipients for an award is to be made upon the recommendation of the director and faculty of the division, in cooperation with the director of the school and the dean of the College of Medicine. Only students who have been admitted to and are enrolled in the division will be eligible to receive an award from this scholarship fund. In the event no student is selected for the award in a given year, the annual distribution for that year will be retained in the fund, added to the annual distribution for the subsequent year and be available for use for a student award during that subsequent year.

Should the need for these scholarships cease to exist or so diminish as to provide unused distribution then the distribution shall be allocated to other needed activities as determined by the Board of Trustees, but with preference given to research related to physical therapy or improvement in physical therapy education as recommended by the director and faculty of the Physical Therapy Division, in cooperation with the primary administrative officer responsible for the physical therapy curriculum.

Dr. Lee E. Shackelford Chair Fund in Psychiatry and Behavioral Health

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. Lee E. Shackelford Chair Fund in Psychiatry and Behavioral Health effective August 30, 2019, with gifts from Dr. Lee E. Shackelford (MD 1988).

Until December 31, 2025, the annual distribution shall be used for research in the Department of Psychiatry and Behavioral Health. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the College of Medicine.

Should the gifted endowment principal balance reach \$3,500,000 by December 31, 2025, the endowment shall be revised to the *Dr. Lee E. Shackelford Chair in Psychiatry and Behavioral Health*. Thereafter, the annual distribution from this fund shall support a chair position in the Department of Psychiatry and Behavioral Health. The position holder shall be appointed and reviewed in accordance with the then current guidelines and procedures for faculty appointment.

Should the gifted endowment principal balance not reach \$3,500,000 by December 31, 2025, the endowment shall be revised to the *Dr. Lee E. Shackelford Faculty Support Fund in Psychiatry and Behavioral Health* and the annual distribution shall support the faculty of the Department of Psychiatry and Behavioral Health. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the College of Medicine.

The highest ranking official in the College of Medicine or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Medicine or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Karen Rohovsky 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 Karen Rohovsky Endowed Fund effective August 30, 2019, with gifts from Dr. Michael William Rohovsky (MS 1965, DVM 1960, PhD 1967) in memory of Karen (Andreas) Rohovsky (BS 1964, MA 1965).

The annual distribution from this fund provides support to one or more graduate and/or doctoral students who are enrolled in the College of Arts and Sciences and studying in the Department of Speech and Hearing Science.

Candidates must have undergraduate degrees from The Ohio State University. If no students meet the selection criteria, support will be open to all graduate and doctoral students who are studying speech and hearing science.

Recipients, the number of recipients, and amount of support shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the College of Arts and Sciences, in consultation with Student Financial Aid. Support may be renewed as long as recipients continue to meet the selection criteria.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest ranking official in the College of Arts and Sciences or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Arts and Sciences or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Robert Lowell Nichols Scholarship Fund

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Robert Lowell Nichols Scholarship Fund effective August 30, 2019, with an estate gift from Robert Lowell Nichols.

The annual distribution from this fund provides one or more annual scholarships to full-time students who are attending The Ohio State University at Newark, the Columbus campus, or another branch campus. Candidates must demonstrate financial need and academic merit, with first preference for candidates who are either residents of St. Albans Township, Licking County, Ohio who graduated from a public high school or who are children of full-time employees of the Licking County Family Y.M.C.A. If no qualified candidate exists, then second preference for candidates who are either residents of Licking County, Ohio who graduated from a public high school or who are children of full-time employees of the Licking County Family Y.M.C.A. Nichols Scholars will be selected by the scholarship coordinator of the Newark campus or his/her designee(s), in consultation with Student Financial Aid. Scholarships are renewable up to four years if satisfactory academic progress has been made each year.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest ranking official in The Ohio State University at Newark or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the

University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official at The Ohio State University at Newark or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Ritenour Family International Scholarship Fund

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Ritenour Family International Scholarship Fund effective August 30, 2019, with gifts from Michael L. Ritenour (BS 1991) and Karen B. Ritenour (BS 1990) and a University transfer as part of the Joseph A. Alutto Global Leadership Initiative.

The annual distribution from this fund shall provide scholarship(s) to undergraduate or graduate students enrolled in the Max M. Fisher College of Business to support critical, action-based, learning experiences around the world. Expenditures from this fund shall be approved by the college's scholarship committee, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the Max M. Fisher College of Business or his/her designee.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the Max M. Fisher College of Business. 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.

Curt and Peggy Robson Family International Scholarship Fund

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Curt and Peggy Robson Family International Scholarship Fund effective August 30, 2019, with gifts from Curtis L. Robson (BS 1977) and Peggy L. Robson in memory and honor of their mother, Ann M. Robson (1930-2018) and a University transfer as part of the Joseph A. Alutto Global Leadership Initiative.

Long before jet aircrafts and the internet shrunk the world, in 1954 Ann M. Robson embarked on a permanent journey from her war-torn German homeland to travel to the United States in order to make a better life for herself and her future family. Her courageous journey took her on a three-week crossing of the Atlantic Ocean, followed by a week travelling from New York City to central Ohio, all by herself and with limited knowledge of the English language, where she gained United States citizenship in the late 1950s.

The annual distribution from this fund shall provide scholarship(s) to undergraduate or graduate students enrolled in the Max M. Fisher College of Business to support critical, action-based, learning experiences around the world. Expenditures from this fund shall be approved by the college's scholarship committee, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the Max M. Fisher College of Business or his/her designee.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the Max M. Fisher College of Business. 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 Barbara Craig Berger Nursing 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 Barbara Craig Berger Nursing Scholarship Fund effective August 30, 2019, with gifts from Barbara Craig Berger (BS 1969) and Lawrence Clayton Berger (BA 1968).

The annual distribution from this fund provides one or more scholarships to undergraduate students who are enrolled in the College of Nursing, demonstrate financial need, and have a minimum grade point average of 2.5. Candidates must be residents of the state of Ohio. If no students meet the selection criteria, the scholarship(s) will be open to all students enrolled in the college.

Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the College of Nursing, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest ranking official in the College of Nursing or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Nursing or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Currigan 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 Currigan Endowed Fund effective August 30, 2019, with a gift from Dr. Colleen Emily Currigan (DVM 1985).

The annual distribution from this fund supports feline research at the College of Veterinary Medicine. First preference is for internal medicine clinical research at the Veterinary Medical Center. Funds may be used by faculty, residents or

students to advance feline research. Second preference shall be used for any feline research within the college. If at any time there are no feline researchers at the college, the distribution may be used to help recruit faculty who have an interest in feline medicine and research. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the college.

The highest ranking official in the College of Veterinary Medicine or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Veterinary Medicine or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Spectrum of Care Primary Care Clinic Endowed Operations 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 Spectrum of Care Primary Care Clinic Endowed Operations Fund effective August 30, 2019, with gifts from the Stanton Foundation.

The annual distribution from this fund supports any and all operational expenses of the Spectrum of Care Primary Care Clinic including, but not limited to utilities, maintenance, programs, staffing and cost of goods, as determined at the discretion of the highest ranking official in the College of Veterinary Medicine or his/her designee. All spending shall be in accordance with the purpose described above. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the college.

The highest ranking official in the College of Veterinary Medicine or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Veterinary Medicine or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Katsumi and Kazuko Tanaka 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 Katsumi and Kazuko Tanaka Endowed Fund effective August 30, 2019, with a gift from Kazuko Tanaka.

The annual distribution from this fund supports research in the College of Arts and Sciences, Department of Physics. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the college.

The highest ranking official in the College of Arts and Sciences or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Arts and Sciences or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Shirley Abrams 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 Shirley Abrams Endowed Scholarship Fund effective August 30, 2019, with gifts from Brian P. (BS 1983) and Marcy A. (BA 1983) Callahan and The Callahan Family Fund.

The annual distribution from this fund provides a scholarship to an undergraduate student. To qualify, candidates must be first-year, full-time students attending the Columbus campus, be in the top 40% of their high school graduating class, and have a minimum score of 25 on the ACT or 1130 on the SAT (if said tests are required for admission to the University). Preference will be given to qualified candidates in the following order: graduates of Williamsburg High School in Williamsburg, Ohio, who are from single-parent households; graduates of Williamsburg High School in Williamsburg, Ohio; residents of Clermont County, Ohio, who are from single-parent households, residents of Clermont County, Ohio. Recipients shall be selected by Student Financial Aid. The scholarship is renewable for up to four years if the recipient maintains a minimum 3.0 grade point average.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest ranking official in Student Financial Aid or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in Student Financial Aid or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Kimmel Family Endowed Fund for Undergraduate Education

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 Kimmel Family Endowed Fund for Undergraduate Education effective August 30, 2019, with gifts from Joseph W. Kimmel (BME, 1967).

The annual distribution from this fund supports undergraduate experiential learning in the Department of Mechanical and Aerospace Engineering. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the College of Engineering.

The highest ranking official in the College of Engineering or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Engineering or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Rosemary McCullough and Barbara Rich 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 Rosemary McCullough and Barbara Rich Endowed Scholarship Fund effective August 30, 2019, with gifts from John M. Jackson (JD 1993).

The annual distribution from this fund provides one or more scholarships to students who are enrolled in the Michael E. Moritz College of Law. It is the donor's desire that the scholarships be awarded with particular attention to, but not limited to, African-American students who attended Miami University for their undergraduate degree. If no such candidates are identified, it is the donor's desire for the scholarships to be awarded to African-American students who have demonstrated financial need. Recipients will be selected by the dean of the college or his/her designee, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest ranking official in the Michael E. Moritz College of Law or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the Michael E. Moritz College of Law or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Diane Kaufman Fredette '78, '93 and Russell Fredette '78 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 Diane Kaufman Fredette '78, '93 and Russell

Fredette '78 Endowed Scholarship Fund effective August 30, 2019, with gifts from Russell Fredette in honor of his wife, Diane Kaufman Fredette.

Diane received her Bachelor of Science in Architecture in 1978. She was an exceptional architect who mid-career returned to The Ohio State University to earn a Master of Architecture (1993) so that she could teach architecture. She also earned a post professional degree at Columbia University. Russell and Diane, both licensed architects, were co-founding partners of Fredette Architects, PLLC, WBE based in Manhattan, New York. Diane was also a professor at Pratt Institute in New York City and served as a department chair. Her roles combined her values of excellence in architecture, advocacy for lifelong learning, mentorship and sustainability. Diane's accomplishments include: consultant on the World Trade Center Vehicle Center construction project, member of the American Institute of Architects, course reviewer for the U.S. Green Building Council, board director for the Children's Environmental Literacy Foundation, and member of the Advisory Council for Career and Technical Education for the New York City Department of Education and the Greater New York Construction User Council. Russell had a successful career as an independent technical architectural consultant to several notable national and international architectural firms.

The annual distribution from this fund provides one or more scholarships to graduate students or undergraduate students who have completed at least two years. Candidates must be studying architecture and exhibit the importance of sustainability in their academic work and beliefs. If no students meet the selection criteria, the scholarship(s) will be open to all students who are studying in the Architecture Section of the Austin E. Knowlton School of Architecture. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the College of Engineering, in consultation with Student Financial Aid. Scholarships are renewable as long as recipients remain in good academic standing with the college.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest ranking official in the College of Engineering or his/her designee, in consultation with the director of the Austin E. Knowlton School of Architecture or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Engineering or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Jeffrey C. Kessler 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 Jeffrey C. Kessler International Scholarship Fund effective August 30, 2019, with gifts from Jeffrey C. Kessler and University matching gifts as part of the Joseph A. Alutto Global Leadership 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. Preference shall be given to students in the Honors Cohort Program. Recipients shall be selected by the Office of Global Business at the college and Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the Max M. Fisher College of Business or his/her designee.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the Max M. Fisher College of Business or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Lisa Tilder Memorial 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 Lisa Tilder Memorial Fund effective August 30, 2019, with gifts from family and friends.

Lisa Tilder (1968-2015) was an architect, designer and beloved educator who taught at Ohio State's Knowlton School of Architecture for a quarter century. Educated at Pennsylvania State University and The Ohio State University, Lisa's work focused on the dual concerns of ecological design and digital media as reflected in her editorial contributions to the publication *Design Ecologies: Essays on the Nature of Design*. Lisa's numerous awards and grants include those from the Architectural League of New York, the Graham Foundation, the National Endowment for the Arts, and the US Department of Energy. Her design work appeared in publications ranging from AD: Architectural Design to Metropolis. She was also the East Central Regional Director and Secretary of the Association of Collegiate Schools of Architecture. At the school, Lisa was well known as a coordinator of Rome study abroad and as a director of the architecture honors program, which set the standard for undergraduate research. A generation of Knowlton students remembers her kindness, intelligence and enthusiasm for architectural design.

The annual distribution from this fund provides one or more scholarships to graduate or undergraduate students who are enrolled in the Austin E. Knowlton School of Architecture, studying in the Architecture Section, and participating in one of the school's travel programs, particularly programs in Italy or other areas of Europe. Preference shall be given to candidates who demonstrate financial need and academic excellence for whom study abroad would be a transformative experience. The donors desire that when awarding this scholarship special consideration be given for students who are members of the Association for Women in Architecture and Design. If no students meet the selection criteria, the scholarship(s) may be open to all students who are enrolled in the school and studying in the section. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the College of Engineering, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest ranking official in the Austin E. Knowlton School of Architecture or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful,

impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Engineering or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

E. Scott Bair 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 E. Scott Bair Fund effective August 30, 2019, with gifts from friends, family, and colleagues.

The annual distribution from this fund supports students in the School of Earth Sciences who are studying hydrogeology. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the College of Arts and Sciences.

The highest ranking official in the College of Arts and Sciences or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Arts and Sciences or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Katherine Borst Jones Flute Studio 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 Katherine Borst Jones Flute Studio Scholarship Fund effective August 30, 2019, with gifts from family, friends, and colleagues and a fund transfer by the School of Music.

Katherine Borst Jones earned a Master of Music degree from The Ohio State University in 1972. In 1985, she became a professor of flute at the University and was the recipient of the School of Music Distinguished Teacher award in 1995 and 2012, and the Distinguished Scholar Award in 2008. She began serving as chair of woodwinds, brass and percussion in 1999 and of orchestral instruments in 2010. Created in 1976 by Ms. Jones, the annual Flute Workshop for high school students draws students nationally to the Columbus campus.

The annual distribution from this fund provides one or more scholarships to students who are enrolled in the College of Arts and Sciences and majoring in flute in the School of Music. If no students meet the selection criteria, the scholarship(s) will be open to all students enrolled in the college majoring in any musical instrument. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the college, in consultation with Student Financial Aid. Scholarships are renewable as long as the recipients are in good standing with the University and meet the selection criteria.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest ranking official in the College of Arts and Sciences or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors and the School of Music that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors and school named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Arts and Sciences or his/her designee to identify a similar purpose consistent with the original intent of the donors and school. 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.

Kaira Sturdivant Rouda and Harley Rouda Executive MBA Support Fund

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Kaira Sturdivant Rouda and Harley Rouda Executive MBA Support Fund effective August 30, 2019, with gifts from Kaira Sturdivant Rouda and Harley E. Rouda Jr. Family Fund at The Columbus Foundation created by Kaira Sturdivant Rouda and Harley E. Rouda Jr. (Executive MBA 2002) of Laguna Beach, California.

The annual distribution from this fund shall be used to support the Executive Master of Business Administration program and scholarship support at the Max M. Fisher College of Business as 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 Max M. Fisher College of Business.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the Max M. Fisher College of Business. 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 Theil Family Endowment Fund for the College of Dentistry

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish The Theil Family Endowment Fund for the College of Dentistry effective August 30, 2019, with gifts from friends of the Theil family.

The annual distribution from this fund provides one or more renewable scholarships to third and fourth year students who are enrolled in the College of Dentistry and have a minimum 2.0 grade point average. The donors desire to support a married student. If no students meet the selection criteria, the scholarship(s) will be open to all students who are enrolled in the college. Scholarships may be used for tuition & fees, room & board, and/or educational expenses. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the college, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest ranking official in the College of Dentistry or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Dentistry or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Steven G. Wedge Cheerleading 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 Steven G. Wedge Cheerleading Scholarship Fund effective August 30, 2019, with a gift from Steven G. Wedge from Dublin, Ohio.

The annual distribution from this fund shall supplement the grant-in-aid costs of a student-athlete who is a member of the cheerleading squad. Scholarship recipients will 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.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the director of the Department of Athletics 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.

Major Susan Allen, Esq. (Army, Ret.) 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 Major Susan Allen, Esq. (Army, Ret.) International Scholarship Fund effective August 30, 2019, with gifts from Major Susan Allen, Esq. (BS 1974) and a University transfer as part of the Joseph A. Alutto Global Leadership Initiative.

The annual distribution from this fund shall provide scholarship(s) to undergraduate or graduate students enrolled in the Max M. Fisher College of Business to support critical, action-based, learning experiences around the world. Recipients shall be selected by the Office of Global Business at the college, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest ranking official in the Max M. Fisher College of Business or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the Max M. Fisher College of Business or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Brennan Endowed Presidential Scholarships Fund (483533)

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 Brennan Endowed Presidential Scholarships Fund effective August 30, 2019, with gifts from David L. Brennan.

David L. Brennan graduated from the University in 1953 with a Bachelor of Science degree in Business Administration and has been a loyal donor to the University since 1957. He served on the University's Board of Trustees from 1993 to 2002; his final two years of service, he held the chair position.

The annual distribution shall be reinvested in the fund's principal until the fund's principal balance reaches \$1,000,000 or the donor's estate gift is realized.

If the realized gift when received by the Foundation is sufficient to increase the endowed fund's principal balance to \$1,000,000, the gift shall be added to the principal and thereafter, the annual distribution shall provide four equal scholarships per year to students who are selected by the associate provost and director of the Honors & Scholars Center, in consultation with Student Financial Aid consistent with the University's process to award preeminent academic merit scholarships in an effort to attract the best and brightest students with preference given to candidates from Akron St. Vincent – St. Mary High School. Scholarships shall be awarded to students in their first year of attendance and are renewable until graduation as long as recipients maintain eligibility as preeminent university scholars. Recipients shall be known as Brennan Presidential Scholars.

If the realized gift when received by the Foundation is not sufficient to increase the endowed fund's principal balance to \$1,000,000, the Foundation shall revise the endowed fund to *The Brennan Endowed Scholarships Fund*, the gift shall be added to the principal and thereafter, the annual distribution shall be used to provide academic merit scholarships at the discretion of the associate provost and director of the Honors & Scholars Center, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest ranking official in the Honors & Scholars Center or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful,

impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the Honors & Scholars Center or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Jim and Millie Donahue First Generation 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 Jim and Millie Donahue First Generation Endowed Scholarship Fund effective August 30, 2019, with gifts from Ann Donahue and Kim D. Linkinhoker and their friends and family. Gifts were given to celebrate Ann's career as Director of Admissions at The Ohio State University at Newark and to honor her parents.

The annual distribution from this fund provides one or more scholarships to first-generation students who are attending The Ohio State University at Newark. Preference should be given to students who have demonstrated academic ability that predicts college success and who have financial need that can only be met by borrowing. If no students meet the selection criteria, the scholarship(s) will be open to all students attending the Newark campus. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the Newark campus, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest ranking official in The Ohio State University at Newark or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in The Ohio State University at Newark or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Dr. M. Boyd & Anne Epperson 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. M. Boyd Epperson & Anne Epperson Endowed Scholarship Fund effective August 30, 2019, with gifts from Dr. M. Boyd (DVM 1958) and Anne Epperson.

The annual distribution from this fund provides one or more scholarships to third and fourth year DVM students who are enrolled in the College of Veterinary Medicine and demonstrate financial need. Preference shall be given to candidates who have shown a history of involvement in the community. If no students meet the selection criteria, the scholarship(s) will be open to all students who are enrolled in the college.

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.

Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the College of Veterinary Medicine, in consultation with Student Financial Aid.

The highest ranking official in the College of Veterinary Medicine or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Veterinary Medicine or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

James Gallagher Brothers in Song Accompanist Endowment Fund

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the James Gallagher Brothers in Song Accompanist Endowment Fund effective August 30, 2019, with gifts from D. Scott Ruck (BS 1993) and David Duralde and matching gifts from Toyota Motor North America Inc., in honor of the OSU Men's Glee Club's former director James Gallagher (MS 2012, PhD 2016) who directed the chorus for over 20 years.

The annual distribution from this fund provides resources to ensure that the Men's Glee Club and other Ohio State choirs have a highly qualified accompanist to ensure the groups' musical growth and artistic success. Should the need for salary support of an accompanist cease to exist, the director of the Men's Glee Club may direct the annual distribution towards other priorities. Expenditures shall be recommended by the director of the Men's Glee Club and approved by the director of the School of Music in the College of Arts and Sciences.

The highest ranking official in the College of Arts and Sciences or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Arts and Sciences or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Dr. Rohini Desai Mulchandani Product Development Team 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 Dr. Rohini Desai Mulchandani Product Development Team Endowed Fund effective August 30, 2019, with gifts from Dr. Rohini Desai Mulchandani (PhD 1976) and matching gifts from Abbott Laboratories.

The annual distribution from this fund provides support only for graduate or undergraduate product development teams' related activities including, but not limited to, travel to conferences and competitions, materials, supplies, etc. Expenditures shall be recommended by the chair of the Department of Food Science and Technology, in consultation with Student Financial Aid, and approved by the dean of the College of Food, Agricultural, and Environmental Sciences.

The highest ranking official in the College of Food, Agricultural, and Environmental Sciences or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Food, Agricultural, and Environmental Sciences or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Will Smith 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 Will Smith (BA 2005) Memorial Scholarship Fund effective August 30, 2019, with gifts from The Ohio State University Alumni Club of Greater New Orleans.

The annual distribution from this fund provides merit scholarships to undergraduate students who may demonstrate financial need. Preference shall be given to candidates in the following order:

- Ranked as freshman and from New Orleans, Louisiana.
- Ranked as freshman and from Louisiana or the Mississippi gulf coast.
- Ranked any class level and from New Orleans, Louisiana.
- Ranked any class level and from Louisiana or the Mississippi gulf coast.

Scholarships may be renewed at the discretion of Student Financial Aid. Recipients may be recommended by the Alumni Club of Greater New Orleans and approved by Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest ranking official in Student Financial Aid or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in Student Financial Aid or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Dr. Andrew A. Sorensen Leadership 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. Andrew A. Sorensen Leadership Scholarship Fund effective August 30, 2019, with gifts from his wife Donna Sorensen, family, friends, and colleagues.

The annual distribution from this fund provides one or more scholarships to students who are attending the Columbus campus, are ranked sophomore or higher and demonstrate leadership ability. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by Student Financial Aid. Scholarships are renewable as long as the recipients are in good standing with the University and maintain a minimum 3.0 grade point average.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest ranking official in Student Financial Aid or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in Student Financial Aid or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

Styracula-Zavatsky Family Women & Philanthropy 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 Styracula-Zavatsky Family Women & Philanthropy Scholarship Fund effective August 30, 2019, with gifts from Dr. Catherine Z. Baumgardner (BSBA 1984, MHA 1986) and Mr. Bradley H. Baumgardner, George Zavatsky and Mary S. Zavatsky (BSN 1961).

The annual distribution from this fund provides scholarships to undergraduate students from Belmont County, Ohio; Harrison County, Ohio; or Jefferson County, Ohio who have a minimum 3.5 grade point average. If no students meet the selection criteria, the scholarship(s) will be open to all students from Ohio. The amount of the scholarship(s) and number of recipients shall be at the discretion of the highest ranking official in the Alumni Association. Recipients will be recommended by the director of Women & Philanthropy or his/her designee and approved by the Women's Philanthropy Council, in consultation with Student Financial Aid. Scholarships are renewable as long as the recipients are in good standing with the University and meet the selection criteria.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest ranking official in the Alumni Association or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the Alumni Association or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be

approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Pamela M. Cusick Endowed Scholarship Fund in Geriatric Social Work

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 Pamela M. Cusick Endowed Scholarship Fund in Geriatric Social Work effective August 30, 2019, with gifts from Pamela M. Cusick (BSW 1993, MSW 1997) and friends.

The annual distribution from this fund provides a scholarship to a graduate student enrolled in the College of Social Work who is pursuing a Master's degree in Social Work with a focus on elder care issues. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the college, in consultation with Student Financial Aid.

The highest ranking official in the College of Social Work or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Social Work or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Belford Center for Spinal Cord Injury Innovation Endowed Fund

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, established The Belford Family Endowed Chair Fund in Spinal Cord Injury effective August 31, 2018, with a gift from the Belford Family Charitable Fund, Inc. Effective August 30, 2019, the fund name and description shall be revised.

The annual distribution shall support a chair position known as The Belford Family Endowed Chair in Spinal Cord Injury (Belford Family Chair) in The Belford Center for Spinal Cord Injury (Center). The holder of the Belford Family Chair shall be a recognized specialist in spinal cord injuries and related expertise, as determined by the University.

When the endowed fund's gifted principal reaches \$3,000,000, annual distribution from the first \$2,000,000 in gifts shall support the Belford Family Chair and the remainder of the annual distribution shall support the mission of the Center.

When the endowed fund's gifted principal reaches \$9,000,000, annual distribution from the first \$2,000,000 in gifts shall support the Belford Family Chair; annual distribution from the next \$5,000,000 in gifts shall support the mission of the Center; annual distribution from the next \$2,000,000 in gifts shall support a chair position in the Center known as The Belford Endowed Chair in Spinal Cord Injury (Belford Chair). The holder of the Belford Chair shall be a recognized specialist in spinal cord injuries and related expertise, as determined by the University.

Appointment to the positions shall be recommended by Center leadership and the highest ranking official of the College of Medicine (College) or his/her designee with final approval by the University's Board of Trustees. The position holders shall be appointed and reviewed in accordance with the then current guidelines and procedures for faculty appointment.

Expenditures to support the mission of the Center shall be solely for the purpose of advancing the mission of the Center in accordance with the policies and procedures of the College and the University and shall be as approved by Center leadership, in consultation with the highest ranking official of the College or his/her designee.

The highest ranking official in the College or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest-ranking official in the College or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

The Guzzetta Family Endowed Ohio State University 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, established The Guzzetta Family Endowed Ohio State University Graduate Scholarship Fund effective September 2, 2016, with gifts from Kathleen (Shea) Guzzetta, Robert F. Guzzetta (BS 1984, Life Member of the OSUAA), and other interested parties in honor of Robert's father, Dr. Franklin H. Guzzetta (BS 1957, PhD 1961, Life Member of the OSUAA). Effective August 30, 2019, the fund name and description shall be revised.

The annual distribution from this fund shall be divided equally between Student Financial Aid and the Graduate School and used to provide scholarship support. The University shall make a good conscience effort to award the scholarships based on the following selection criteria in descending order listed below. The criteria will reset each selection period. Candidates shall:

- Demonstrate financial need.
- Be United States citizens or permanent residents to the extent allowable by federal and state law and University policy.
- Be enrolled in the College of Arts and Sciences or its successor and majoring in chemistry or the Max M. Fisher College of Business (Business) or its successor.
- Be full-time students, attending the Columbus campus or its successor degree program.
- Have a minimum 3.2 cumulative grade point average and be in good academic and good conduct standing with the University.
- Demonstrate leadership abilities via significant involvement in community service.
- Graduate students must hold undergraduate degree(s) from these universities in the following order of preference: The Ohio State University (Columbus, OH), Miami University (Oxford, OH), Capital University (Columbus, OH), and/or Georgetown University (Washington, D.C.).

Undergraduate recipients shall be selected by Student Financial Aid. Graduate recipients shall be selected by the Graduate School, in consultation with the respective deans and Student Financial Aid. If the Graduate School ceases to exist, recipients shall be selected by Student Financial Aid.

The University reasonably may modify any criteria used to select scholarship recipients to the extent that such criteria are determined by the University, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the highest ranking official in Student Financial Aid and the dean of the Graduate School.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with

the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the highest ranking official in Student Financial Aid and the dean of the Graduate School. 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 School of Health and Rehabilitation Sciences Alumni Scholarship Fund

The School of Allied Medical Professions Alumni Scholarship Fund was established June 5, 2009, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from the School of Health and Rehabilitation Sciences Alumni Society (formerly SAMP Alumni Society), alumni, and friends of the School of Health and Rehabilitation Sciences (formerly the School of Allied Medical Professions). Effective August 30, 2019, the fund name and description shall be revised.

The annual distribution of this fund shall be used to support academic merit or financial need-based scholarships for undergraduate and graduate students enrolled in the School of Health and Rehabilitation Sciences. It is the donors' intent that preference be given to students who exemplify leadership and service to the school, and who are engaged in active leadership roles in organizations serving the school. Scholarship recipients will be selected at the recommendation of the director of the school, in consultation with the Student Financial Aid, the dean of the College of Medicine, and the college's student financial services.

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 vice dean for Research and the dean of the College of Medicine, in consultation with the senior vice president for health 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 donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from a representative of the donors and as recommended by the vice dean for Research and the dean of the College of Medicine, in consultation with the senior vice president for health sciences.

The Linda M. Cummins Simpson Research Endowment Fund in Rehabilitation Therapies for Mobility and ADLs

The Linda M. Cummins Simpson Research Endowment Fund in Allied Health Therapies for Mobility and ADLs was established February 6, 2009, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts made in memory of Linda M. Cummins Simpson (BS 1969) from Phyllis Cummins (BSBusAdm 1973), Donald Dyche, friends, and family. Effective August 30, 2019, the fund name and description shall be revised.

The annual distribution from this fund shall be used to support research in the School of Health and Rehabilitation Sciences (formerly the School of Allied Medical Professions) focusing on rehabilitation therapies for mobility and activities of daily living (ADLs). Funds may be used for supplies, equipment, publications, conferences, and other activities required for quality research. Allocation of funds shall be approved by the director of the school, in consultation with the dean of the College of Medicine and the senior vice president for Health Sciences.

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, in consultation with the dean of the College of Medicine and the senior vice president for health 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 donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from Phyllis Cummins and/or Donald Dyche, should they be alive, and as recommended by the director of the School of Health and Rehabilitation Sciences, in consultation with the dean of the College of Medicine and the senior vice president for health sciences.

The Barbara Rose Bostic Endowed Scholarship Fund in Physical Therapy

The Barbara Rose Bostic Endowed Scholarship Fund in Physical Therapy was established September 17, 2010, 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 Helen E. Duffy (BS 1967) and friends in honor and memory of Barbara Rose Bostic (BS 1961). Effective August 30, 2019, the fund description shall be revised.

The annual distribution from this fund shall be used to support scholarships for second and third year graduate students enrolled in the Division of Physical Therapy in the School of Health and Rehabilitation Sciences (formerly the School of Allied Medical Professions). Selection of the recipients shall be made based on academic merit with preference for candidates who exemplify dedication to excellence in patient care and advancing the practice of physical therapy who are seeking careers in adult acute care or adult rehabilitation. Scholarship recipients will be selected at the recommendation of the director of the division and as approved by the director of the school, in consultation with Student Financial Aid, the dean of the College of Medicine and the college's student financial services.

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 director of the School of Health and Rehabilitation Sciences, in consultation with the director of the Division of Physical Therapy.

The Barbara Lynn Fisher Bott Endowed Scholarship Fund in Medical Dietetics

The Barbara Lynn Fisher Bott Endowed Scholarship Fund in Medical Dietetics was established December 8, 2006, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Kevin Neal Bott (BS 1976, MA 1980, PhD 1981) and family and friends in memory and honor of Barbara Lynn Fisher Bott (BS 1977, MS 1979). Effective August 30, 2019, the fund description shall be revised.

The annual distribution of this fund shall be used to support scholarships for undergraduate and graduate students enrolled in the Medical Dietetics Division of the School of Health and Rehabilitation Sciences (formerly the School of Allied Medical Professions). The selection of the recipients of the Barbara Bott Scholarships shall be made based on academic merit or financial need and at the recommendation of the director of the Division of Medical Dietetics, in consultation with Student Financial Aid.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist, or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees and Foundation Board as recommended by the director of the School of Health and Rehabilitation Sciences and the dean of the College of Medicine. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donor as good conscience and need dictate.

The Hite Family Symposium Endowment Fund

The Hite Family Symposium Endowment Fund was established September 22, 2004, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from the charitable remainder trust of Harold and Betty Hite and in cooperation with the Hites' daughters, Kimberly H. Mayhew (BA 1981, JD 1991) and Teresa Hite-Bryan (BS 1978, MS 1983). Effective August 30, 2019, the fund description shall be revised.

The annual distribution from this fund shall be used for the organizational and operational costs of the annual Hite Family Symposium in Occupational Therapy within the School of Health and Rehabilitation Sciences (formerly the School of Allied Medical Professions). Funds shall be allocated by the director of the Division of Occupational Therapy.

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 this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees and Foundation Board as recommended by the senior vice president for health sciences and dean of the College of Medicine and Public Health, the director of the School of Health and Rehabilitation Sciences, and the director of the Division of Occupational Therapy. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donor as good conscience and need dictate.

The Teresa Hite-Bryan and the Hite Family Scholarship Fund

The Teresa Hite-Bryan and the Hite Family Scholarship Fund was established September 22, 2004, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from the charitable remainder trust of Harold and Betty Hite and in cooperation with the Hites' daughters, Kimberly H. Mayhew (BA 1981, JD 1991) and Teresa Hite-Bryan (BS 1978, MS 1983). Effective August 30, 2019, the fund description shall be revised.

The annual distribution from this fund shall be used to provide funds for tuition and fees for students enrolled within the Division of Occupational Therapy in the School of Health and Rehabilitation Sciences (formerly the School of Allied Medical Professions). Scholarships will be awarded with preference given to students enrolled in the second year of their occupational therapy degree studies. Consideration shall be given to academic standing and financial need. Scholarship recipients will be selected by the director of the division, in consultation with Student Financial Aid. If possible, a member of the Hite family will have the option to review student finalists.

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 this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees and Foundation Board as recommended by the senior vice president for health sciences and dean of the College of Medicine and Public Health, the director of the School of Health and Rehabilitation Sciences, and the director of the Division of Occupational Therapy. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donors as good conscience and need dictate.

The Thomas L. Mountain and Richard C. Mountain, and the John F. Linn and the Emma C. Doran Families Endowed Scholarship Fund

The Thomas L. Mountain and Richard C. Mountain, and the John F. Linn and the Emma C. Doran Families Endowed Scholarship Fund was established April 5, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Thomas L. Mountain (BS 1967) and Richard C. Mountain (BS 1975). Effective August 30, 2019, the fund description shall be revised.

This fund is established in memory of the Mountain, Linn, and Doran, Burns, and Taylor Families. It is the hope of the donors that at some future date the scholarship recipient(s) would be motivated to support this scholarship or establish a new endowed scholarship. These gifts would serve as an appreciation for "The Thomas L. Mountain and Richard C. Mountain, and the John F. Linn and the Emma C. Doran Families Endowed Scholarship Fund" and would honor the words of Coach Woody Hayes in his March 14, 1986 commencement address, "Hard work, tough decisions, teamwork, family values, and paying ahead will help to change this world and make it a better place. And I have no idea but that you have the attitude and the capacity and the ability here to go on and help make this a greater world."

The annual distribution from this fund shall provide renewable scholarships, not to exceed eight semesters, to a student(s) who intends to study in the School of Environmental and Natural Resources, or the Colleges of Business (Fisher), Law (Moritz), Optometry, Dentistry, Medicine, Veterinary Medicine, Education and Human Ecology, Engineering, or any STEM major. First preference shall be given to honorably discharged servicemen or servicewomen

from Lawrence County, Ohio. Second preference shall be given to honorably discharged servicemen or servicewomen from the 32 county area of Ohio Appalachia. Third preference shall be for any honorably discharged serviceman or servicewoman from Ohio. Fourth preference, shall be for any student, Ohio resident or non-resident, whose parent or grandparent has died in military service to the country. In all cases, preference shall be given to the student(s) who demonstrates scholastic achievement and leadership ability with skills of effective writing, public speaking, and interpersonal skills if it is possible to evaluate said skill sets. Scholarship recipients will be selected by the Office of Military and Veteran Services, in conjunction 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 expended, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate, shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from Thomas L. Mountain or Richard C. Mountain, if possible, and the director of Student Financial Aid.

The Occupational Therapy Alumni Scholarship Fund

The Occupational Therapy Alumni Scholarship Fund was established September 17, 2010, 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 alumni and friends of the Division of Occupational Therapy. Effective August 30, 2019, the fund description shall be revised.

The annual distribution of this fund shall be used to support scholarships for graduate students enrolled in the Division of Occupational Therapy in the School of Health and Rehabilitation Sciences (formerly the School of Allied Medical Professions). The selection of the recipients of the Occupational Therapy Alumni Scholarship shall be made based on academic merit and financial need. It is the donors' intent that the scholarship may be renewed for Occupational Therapy students if they receive the Occupational Therapy Alumni Scholarship in their first year of study and maintain good academic standing. Scholarship recipients will be selected at the recommendation of the director of the division and as approved by the director of the school, in consultation with Student Financial Aid, the dean of the College of Medicine, and the college's student financial services.

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 director of the School of Health and Rehabilitation Sciences and 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 Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from representative of the donors and as recommended by the director of the School of Health and Rehabilitation Sciences and the dean of the College of Medicine.

The Physical Therapy Alumni Legacy Scholarship Fund

The Physical Therapy Alumni Legacy Scholarship Fund was established November 2, 2007, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from alumni and friends of the Division of Physical Therapy. Effective August 30, 2019, the fund description shall be revised.

The annual distribution of this fund shall be used to support scholarships for graduate students enrolled in the Division of Physical Therapy in the School of Health and Rehabilitation Sciences (formerly the School of Allied Medical Professions). The selection of the recipients of The Physical Therapy Alumni Legacy Scholarship Fund shall be made based on academic merit and/or financial need. Recipients shall be selected at the recommendation of the director of the division, in consultation with Student Financial Aid, the dean of the College of Medicine and the college's student financial services.

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 this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist, or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees and Foundation Board as recommended by the director of the School of Health and Rehabilitation Sciences and the dean of the College of Medicine. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donors as good conscience and need dictate.

The Respiratory Therapy Scholarship Fund

The Respiratory Therapy Scholarship Fund was established March 2, 2007, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Robert Charles Hawk (BS 1986) and friends and supporters of the Division of Respiratory Therapy. Effective August 30, 2019, the fund description shall be revised.

The annual distribution from this fund shall be used to support scholarships for undergraduate and graduate students enrolled in the Division of Respiratory Therapy in the School of Health and Rehabilitation Sciences (formerly the School of Allied Medical Professions) who are intent on pursuing a respiratory therapy career. The selection of the recipients shall be made based on academic merit and achievement and at the recommendation of the director of the division, in consultation with the director of the school and Student Financial Aid.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees and Foundation Board as recommended by the director of the School of Health and Rehabilitation Sciences, in consultation with the director of the Division of Respiratory Therapy. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donors as good conscience and need dictate.

The M. Rosita Schiller Scholarship Fund in Medical Dietetics

The M. Rosita Schiller Scholarship Fund in Medical Dietetics was established June 6, 2008, 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 alumni, family, and friends in honor of Dr. M. Rosita Schiller (PhD 1972). Effective August 30, 2019, the fund description shall be revised.

The annual distribution of this fund shall be used to support scholarships for undergraduate and graduate students enrolled in the Division of Medical Dietetics of the School of Health and Rehabilitation Sciences (formerly the School of Allied Medical Professions). Selection of the recipients shall be made based on academic merit or financial need as recommended by the director of the division and as approved by the director of the school, in consultation with Student Financial Aid, the dean of the College of Medicine, and the college's student financial services.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the director of the Division of Medical Dietetics.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from a representative of the donors and from the director of the School of Health and Rehabilitation Sciences and the dean of the College of Medicine.

The Lynn Allen Wallace Scholarship Fund in Sports Physical Therapy

The Lynn Allen Wallace Scholarship Fund in Sports Physical Therapy was established May 14, 2010, 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 from Diane Tuuri, family, and friends in honor and memory of Lynn Allen Wallace. Effective August 30, 2019, the fund description shall be revised.

Lynn earned a Bachelor of Science in education June 11, 1971 with a major in Health Education and was awarded a Certification in Post Bachelorette in Physical Therapy September 1, 1972.

The annual distribution from this fund shall be used to support scholarships for graduate students enrolled in the Division of Physical Therapy in the School of Health and Rehabilitation Sciences (formerly the School of Allied Medical Professions). Selection of the recipients shall be made based on academic merit and demonstration of career interest in the field of sports physical therapy. It is the donors' intent that preference be given to students who exemplify leadership ability and a high level of commitment to sports rehabilitation, and who are engaged in regional and national physical therapy professional organizations. It is the donors' intent that the financial awards may be renewable for recipients who maintain good academic and professional standing. Scholarship recipients will be selected at the recommendation of the director of the division and as approved by the director of the school, in consultation with Student Financial Aid, the dean of the College of Medicine, and the college's student financial services.

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 or director.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from a representative of the donors and as recommended by the director of the School of Health and Rehabilitation Sciences and the dean of the College of Medicine.

The Janet Kay Wilson Endowed Scholarship Fund in Medical Technology

The Janet Kay Wilson Endowed Scholarship Fund in Medical Technology was established February 11, 2011, 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 estate gifts from Janet Kay Wilson and from Kathi Wilson in honor and memory of Janet Kay Wilson (BS Medical Technology 1968). Effective August 30, 2019, the fund description shall be revised.

The annual distribution from this fund shall be used to support scholarships for undergraduate students enrolled in the Division of Medical Laboratory Science (formerly the Division of Medical Technology) in the School of Health and Rehabilitation Sciences (formerly the School of Allied Medical Professions). Selection of the recipients shall be made based on financial need and academic merit. Scholarship recipients will be selected at the recommendation of the

director of the division and as approved by the director of the school, in consultation with Student Financial Aid, the dean of the College of Medicine, and the college's student financial services.

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 director of the School of Health and Rehabilitation Sciences and 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 Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from Kathi Wilson, if possible, and as recommended by the director of the School of Health and Rehabilitation Sciences and the dean of the College of Medicine.



Distinguished Service Awards Recommended Recipients

Philip (T.K.) Daniel

T.K. Daniel is the William Ray and Marie Adamson Flesher Professor of Education Administration (emeritus) and former adjust professor of Law. He is an easily recognizable figure in faculty governance having served four terms on University Senate. His time on the Faculty Council, the Athletic Council and the Council on Student Affairs, among others, exemplifies his dedication to the university. As a nominator wrote: "T.K. will always raise his hand for service of the university." His recognition is for more than just involvement as he is always well prepared, understands multiple sides to any discussion and helps members of a group move beyond individual positional focus to arrive at a resolution in the best interest of the institution. T.K. received the President and Provost's Award for Distinguished Faculty Service (2014), the Alumni Award for Distinguished Teaching (1993) and is a member of the university's Academy of Distinguished Teaching. He was president of the Education Law Association, served on their Board of Directors and received the highest award of the organization for his research in and service to the field, the Marion McGehey Award.

The following individuals contributed to the nomination: Javaune Adams-Gaston, Alan Michaels

Katherine (Kitty) Kisker

Kitty Kisker (BS '66, MS '67) served as a faculty, staff and administrator for 35 years and continues as an advisor and volunteer with the College of Nursing, the university's Alumni Advisory Council and Ohio Staters, Inc., among others. She coordinated the University Committee on Academic Misconduct for nearly 10 years. As a nominator wrote: "she essentially wrote the rules of academic misconduct at the university level by creating a process that was equitable to both students and faculty." Through her involvement in Mortar Board, Ohio Staters, Inc. and Bucket & Dipper, Kitty mentored and guided students: "she listened, she advised, she challenged and she supported." She was bestowed emeritus membership in Ohio Staters, Inc. and has remained a loyal contributor, sharing her time, wisdom and financial resources. Kitty received the Josephine Sitterle Faller Award (1993) honoring those who exemplify the spirit of selfless caring for Ohio State students, the Ralph Davenport Mershon Award (2001) for demonstrating exceptional leadership and service to the university and the College of Nursing's Distinguished Alumni Award (2001). She is a very loyal supporter of the university with 55 years of giving.

The following individuals contributed to the award nomination: Bernadette Melnyk, Catherine Montalto



PREFERRED PATHWAY PROGRAM



**THE OHIO STATE
UNIVERSITY**

**COLUMBUS
STATE**

COMMUNITY COLLEGE

Bruce A. McPheron, PhD
Executive Vice President and Provost

August 29, 2019





A COLLABORATIVE INITIATIVE

2011: a regional strategy with 3 goals

Expand access to higher education

Increase student attainment

Achieve Ohio's economic advancement goals





KEY COMPONENTS

GUARANTEED ADMISSION

with associate degree

STUDENT SERVICES

enhanced orientation for transfer students

CURRICULAR ALIGNMENT

from associate to bachelor's programs

DATA SHARING

to track student success

SHARED ADVISING

to support students

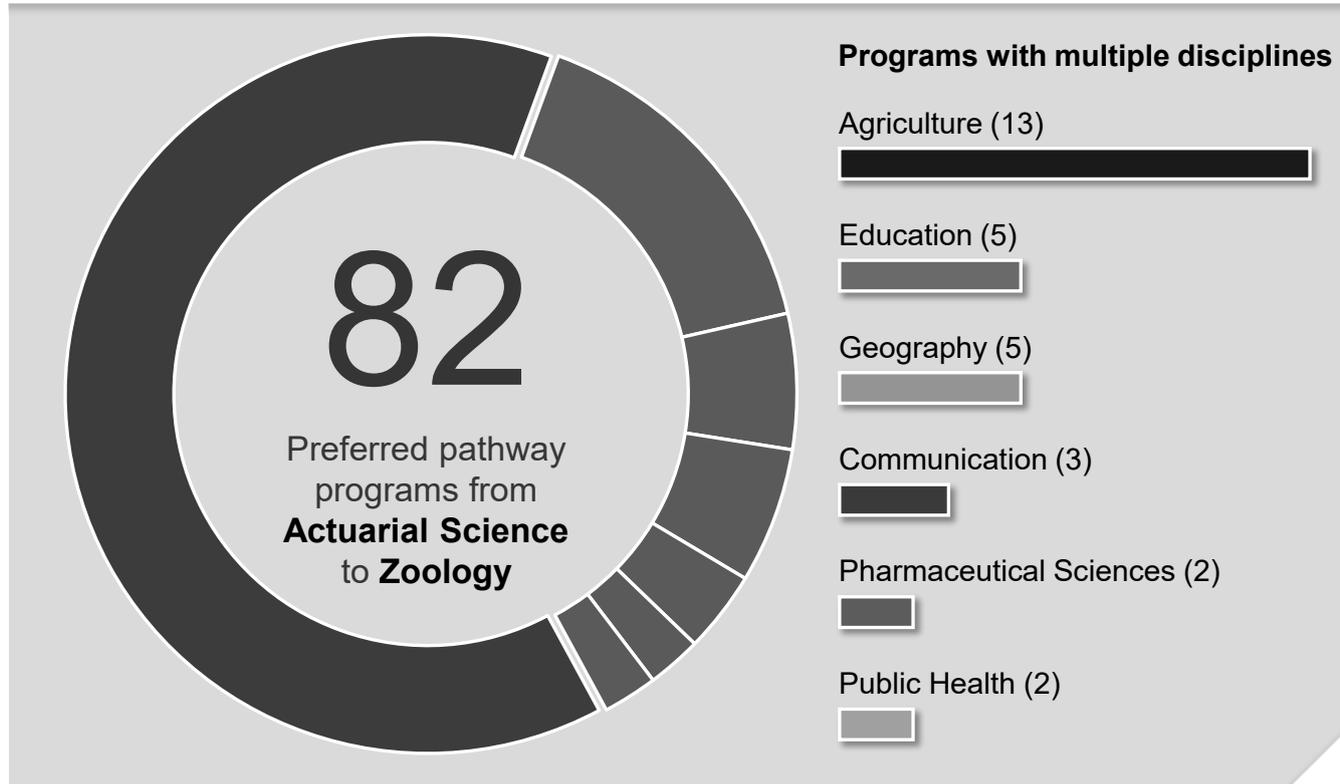
STEWARDSHIP

to make the best use of public resources





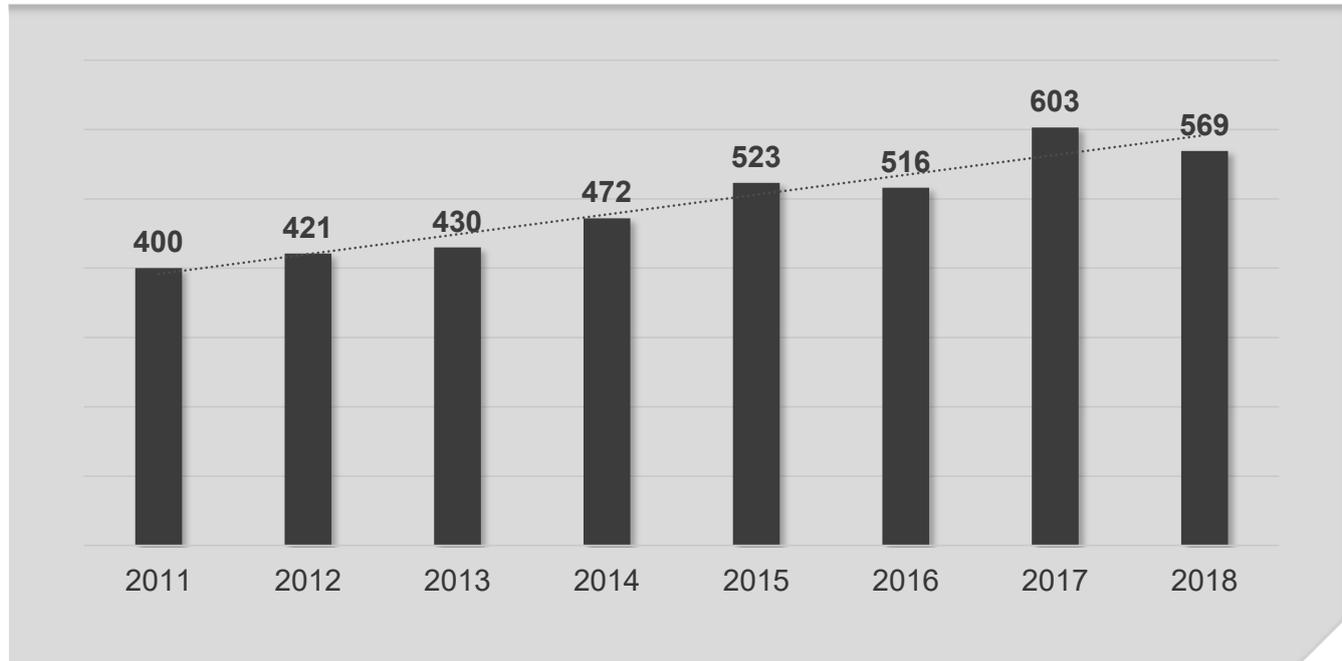
NUMBER OF PATHWAYS





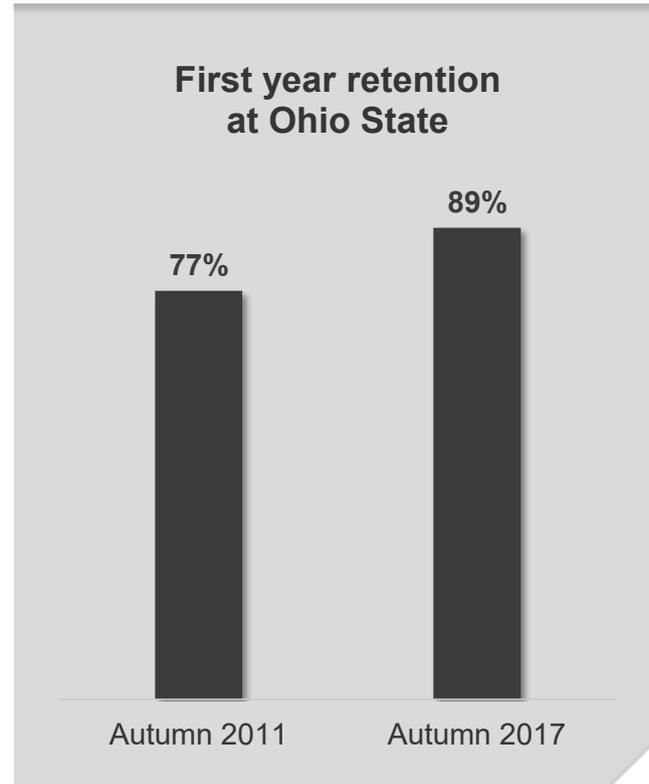
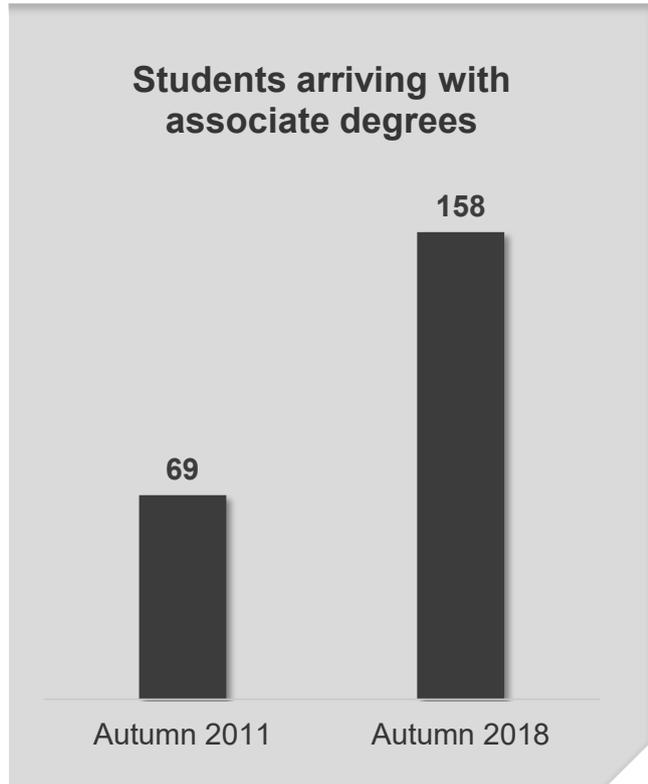
TRANSFER STUDENTS

New Ohio State students, Autumn semester





STUDENT SUCCESS





COLUMBUS STATE COMMUNITY COLLEGE BOARD ACTION

Date: May 26, 2011

SUBJECT:

Joint Resolution with CSCC and OSU Preferred Pathways

BACKGROUND INFORMATION:

The introduction of a new collaborative initiative between The Ohio State University and Columbus State Community College indicates their commitment to a regional strategy for higher education designed to expand access, increase student attainment, and meet the economic advancement goals of Ohio. The Preferred Pathway Program will facilitate improved transitions and a guaranteed path to an Ohio State University baccalaureate degree for qualified students transferring from Columbus State.

RECOMMENDATION:

That the Columbus State Community College Board of Trustees adopt the joint resolution with The Ohio State University, approving the Preferred Pathway Program, guaranteeing admission for Columbus State graduates to Ohio State and ensuring access to the bachelor's degree for students in Central Ohio.

A JOINT RESOLUTION OF THE OHIO STATE UNIVERSITY BOARD OF TRUSTEES AND THE COLUMBUS STATE COMMUNITY COLLEGE BOARD OF TRUSTEES ESTABLISHING THE PREFERRED PATHWAY PROGRAM

Synopsis: The introduction of a new collaborative initiative between The Ohio State University and Columbus State Community College indicates their commitment to a regional strategy for higher education designed to expand access, increase student attainment, and meet the economic advancement goals of Ohio. The Preferred Pathway Program will facilitate improved transitions and a guaranteed path to an Ohio State University baccalaureate degree for qualified students transferring from Columbus State.

WHEREAS the future growth and prosperity of the state of Ohio depend on increasing educational attainment within the state and closing the educational gap between Ohio and competing states and nations; and

WHEREAS the state of Ohio has set a goal of increasing the number of baccalaureate degrees; and

WHEREAS "From Excellence to Eminence: The One University Enrollment Plan" calls for Ohio State to increase its transfer student population; and

WHEREAS Columbus State Community College is an open access institution, providing opportunities to diverse learners and committed to assisting all students from all backgrounds who seek to pursue postsecondary education; and

WHEREAS Ohio State and Columbus State have a long-standing history of mutually beneficial collaborations; and

WHEREAS these institutions are committed to addressing regional workforce needs; and

WHEREAS these institutions believe their partnership can be expanded to address those needs in a more strategic and sustainable fashion; and

WHEREAS the partners recognize the resource constraints faced by the State of Ohio, and are committed to thoughtful stewardship of public funds, and seek to maximize the use of regional assets already in place and to ensure that future investments increase access without duplicating resources; and

WHEREAS the partners are committed to advancing the University System of Ohio principles of access, quality, affordability and efficiency, and economic leadership;

NOW THEREFORE BE IT RESOLVED that The Ohio State University and Columbus State Community College establish a Preferred Pathway Program that will guarantee access to an Ohio State baccalaureate degree for qualified students transferring from Columbus State; and

NOW THEREFORE BE IT FURTHER RESOLVED that the Preferred Pathway Program will be based upon the design principles that follow:

A JOINT RESOLUTION OF THE OHIO STATE UNIVERSITY BOARD OF TRUSTEES AND THE COLUMBUS STATE COMMUNITY COLLEGE BOARD OF TRUSTEES ESTABLISHING THE PREFERRED PATHWAY PROGRAM

Section 1. Guaranteed Admission. Columbus State Community College students who have earned an Associate of Arts or Associate of Science degree will be guaranteed admission to The Ohio State University, consistent with university policy.

Section 2. Curricular Alignment. Columbus State faculty will work with Ohio State faculty to bring appropriate lower-division degree coursework into the Columbus State curriculum, such that CSCC associate degrees provide appropriate preparation for an expanded number of Ohio State baccalaureate degree programs.

Section 3. Shared Advising. The Partners will collaborate in joint advising opportunities. Ohio State and CSCC advisors will collaborate to provide advising to students prior to matriculation, train advising staff, and interface with faculty.

Section 4. Student Services. Ohio State will provide an enhanced orientation program for Columbus State students, develop First Year Experience programs for those students, and extend appropriate Student Life and acclimation programs to them.

Section 5. Data Sharing. The Partners will engage in active, detailed data sharing. The ability to track success at the level of the individual student will enable the institutions to improve the quality of processes and student learning in a systematic manner and ensure public accountability.

Section 6. Stewardship. The Partners are committed to using the public resources entrusted to them in order to provide the finest in educational opportunities. Through the Preferred Pathway Program, the institutions will work to ensure the seamless transition of Columbus State students into the Ohio State experience and to then foster the success of those students. Connecting the two institutions through this program eliminates uncertainties for central Ohio students and families, promotes the higher educational goals of the state, increases Ohio's pool of skilled workers, and boosts its economic development and diversification.

Appointments/Reappointments of Chairpersons

*LORI PATTON DAVIS, Chair, Department of Educational Studies, effective August 5, 2019 through August 4, 2023

**TIMOTHY HAAB, Chair, Department of Agricultural, Environmental and Development Economics, effective July 1, 2019 through June 30, 2023

**JAY HOLLICK, Director, Center for Applied Plant Sciences, effective July 1, 2019 through June 30, 2020

**ROMAN HOLOWINSKY, Director, Erdos Institute, effective July 1, 2019 through August 31, 2022

RUTH LOWERY, Interim Chair, Department of Teaching and Learning, effective July 1, 2019 through June 30, 2020

*J. NWANDO OLAYIWOLA, Chair, Department of Family Medicine, effective September 1, 2019 through August 31, 2023

**SCOTT SHEARER, Chair, Department of Food, Agricultural and Biological Engineering, effective July 1, 2019 through June 30, 2023

*JAMES STRANGE, Chair, Department of Entomology, effective September 16, 2019 through September 30, 2023

CLAUDIA TURRO, Chair, Department of Chemistry and Biochemistry, effective July 1, 2019 through June 30, 2023

**Reappointment

*New Hire

Faculty Professional Leaves

THERESA EARLY, Associate Professor, College of Social Work, effective Spring 2020

ROBERT GATES, Associate Professor, School of Environment and Natural Resources, effective Autumn 2019

MARIO MIRANDA, Professor, Agricultural, Environmental and Development Economics, effective Autumn 2019

MAZEIKA SULLIVAN, Associate Professor, School of Environment and Natural Resources, effective Autumn 2019

Faculty Professional Leave Cancellations

ALICIA BUNGER, Associate Professor, College of Social Work, Cancellation of FPL for Autumn 2019

LAURA KUBATKO, Professor, Department of Statistics, Cancellation of FPL for Spring 2020

SUSAN OLESIK, Professor, Department of Chemistry and Biochemistry, Cancellation of FPL for Autumn 2019

Emeritus Titles

CHARITY FOX, Department of Internal Medicine, with the title of Associate Professor-Clinical Emeritus, effective September 3, 2019

TIMOTHY GREGORY, Department of History, with the title of Professor Emeritus, effective July 1, 2019

CHARLES HARDEBECK, Department of Internal Medicine, with the title of Assistant Professor-Clinical Emeritus, effective June 1, 2019

PETER HENNEN, Department of Sociology, with the title of Associate Professor Emeritus, effective June 1, 2019

THOMAS HETHERINGTON, Department of Evolution, Ecology and Organismal Biology, with the title of Associate Professor Emeritus, effective June 1, 2019

LARRY JONES, Department of Surgery, with the title of Professor-Clinical Emeritus, effective August 14, 2019

EDWIN A. MCGLUMPHY, JR., College of Dentistry, with the title of Professor Emeritus, effective June 30, 2019

JANE MURPHY, Knowlton School of Architecture, with the title of Professor Emeritus, effective July 1, 2019

LINDA JAMES MYERS, Department of African American and African Studies, with the title of Professor Emeritus, effective September 1, 2019

STEPHEN MYERS, Department of Horticulture and Crop Science, with the title of Professor Emeritus, effective September 3, 2019

STEPHEN GOBEL PINNE NAMETH, Department of Plant Pathology, with the title of Professor Emeritus, effective August 1, 2012

ALAN SAALFELD, School of Earth Sciences, with the title of Associate Professor Emeritus, effective September 1, 2019

DANIEL SCHOENBERG, Department of Biological Chemistry and Pharmacology, with the title of Professor Emeritus, effective January 1, 2020

STEVEN SCHWARTZ, Department of Food Science and Technology, with the title of Professor Emeritus, effective September 1, 2019

JOSEPH TRAVERS, College of Dentistry, with the title of Professor Emeritus, effective October 1, 2019

JEFFREY WEILAND, Department of Internal Medicine, with the title of Associate Professor-Clinical Emeritus, effective January 1, 2020

UDO WILL, School of Music, with the title of Professor Emeritus, effective September 1, 2019

ANTHONY YOUNG, College of Pharmacy, with the title of Professor Emeritus, effective July 1, 2019

The Ohio State University
Board of Trustees

August 30, 2019

Promotion, Tenure, and Reappointments

COLLEGE OF THE ARTS AND SCIENCES

DIVISION OF SOCIAL AND BEHAVIORAL SCIENCES

PROMOTION TO PROFESSOR WITH TENURE

Ritter, Gretchen, Political Science, August 1, 2019

**COLLEGE OF FOOD, AGRICULTURAL AND ENVIRONMENTAL SCIENCES
CLINICAL**

REAPPOINTMENT

Lewandowski, Monica, Plant Pathology, September 1, 2020

MORITZ COLLEGE OF LAW

PROMOTION TO PROFESSOR WITH TENURE

Davies, Lincoln, July 1, 2019

COLLEGE OF MEDICINE

PROMOTION TO PROFESSOR WITH TENURE

Paz, Harold, Internal Medicine, June 17, 2019

COLLEGE OF PUBLIC HEALTH

PROMOTION TO PROFESSOR WITH TENURE

Fairchild, Amy, July 1, 2019



THE OHIO STATE UNIVERSITY

Office of the President

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TO: Board of Trustees

CC: Professor Deborah Mitchell
Caroline Clark, Chair, Faculty Hearing Panel
Bruce McPheron, Executive Vice President and Provost
Anil Makhija, Dean, Fisher College of Business

FROM: Michael V. Drake, 

DATE: July 31, 2019

RE: Faculty Hearing Panel's review of Professor Deborah Mitchell's appeal

As set forth under Faculty Rule 3335-5-04(I), upon receipt of the written findings of fact and recommendation and a record of the proceedings from the faculty hearing panel considering the appeal of termination of a faculty member, I am recommending to the board of trustees termination of Professor Deborah Mitchell's employment at The Ohio State University due to misconduct relating to her personal company and her position within Fisher Executive Education. This matter has had multiple levels of university reviews and appeals, and I concur with the recommendation for termination. Below is a summary of the case.

For background, on January 3, 2017, a complaint under Faculty Rule 3335-5-04 was filed against Deborah Mitchell, Clinical Professor for the Department of Marketing & Logistics in the College of Business, alleging she violated the Faculty Conflict of Commitment and Faculty Financial Conflict of Interest Policies and the "no solicitation clause" in her contract with Fisher Executive Education (Fisher EE) relating to her work with the Ohio Department of Medicaid (ODM). The complaint claims that, after serving as an Academic Director on a project for ODM through the Fisher EE program, Mitchell improperly steered a \$1.6 million project with the Ohio Department of Medicaid to CypressTree Corporation — a company she founded and of which she currently serves as President.

And because of the seriousness of the alleged conduct, the complaint alleged that Professor Mitchell's actions constituted grave misconduct under Faculty Rule 3335-5-04(A)(4). Grave misconduct is defined as "flagrant, egregious, and willful misbehavior in violation of the law or established university rules or policies. Allegations of grave misconduct shall be judged on the basis of acts or omissions which seriously impair the effectiveness of a faculty member to meet his or her obligations as a faculty member."

In accordance with Faculty Rule 3335-5-04(C), complaints are initially referred to the faculty member's department for review. On February 10, 2017, Thomas Goldsby, Chair of the Department of Marketing & Logistics, made a determination that there was probable cause to advance the matter to the Dean of the College of Business. Dean Anil Makhija referred the matter to the College of Business Investigation Committee (CoBIC) on February 26, 2018, for its review and investigation pursuant to Faculty Rule 3335-5-04(D).

On July 12, 2018, following a more than four month investigation conducted pursuant to Faculty Rule 3335-5-04(E) and in a 4-0 decision, the CoBIC made the following findings and recommended termination:

- Mitchell engaged in grave misconduct with respect to violating the Faculty Financial Conflict of Interest Policy in entering into contracts with the Ohio Department of Medicaid.
- Mitchell engaged in misconduct (but not grave) with respect to violating the Conflict of Commitment Policy.
- There is lack of evidence to support a finding that Mitchell violated the "no solicitation" clause related to Fisher Executive Education.

In making the above findings, CoBIC specifically determined that Professor Mitchell's misconduct was flagrant, egregious, and willful because, among other things:

"[She] offered services for [Ohio Department of Medicaid (ODM)] involving elements (content and delivery) clearly in competition with Fisher [Executive Education (EE)] and because Mitchell should have reasonably known (based on prior experiences) to at least seek consultation from Fisher before proceeding. Second, Mitchell removed [certain slides] in materials submitted to the '04 Committee for evaluation – slides which provided important information about the nature of [her services] to ODM, especially the extent to which it overlapped with services that Fisher EE could provide. Third, Mitchell did not use her role as Academic Director [within Fisher] to help Fisher EE retain ODM [as a client]. Instead, Mitchell allowed her Fisher EE role to be confounded with her consulting practice to land the ODM contract."

The matter returned to Dean Makhija for his review pursuant to Faculty Rule 3335-5004(F), and he concurred with the findings and recommended sanction of termination and issued his decision on August 17, 2018. Following an appeal from Professor Mitchell, Executive Vice President and Provost Bruce McPherson upheld the findings and sanction on November 19, 2018. Provost McPherson noted that:

[G]iven the investigation conducted by the College Investigation Committee, which considered the matter for more than four months, interviewing six College of Business faculty and staff (in addition to [Professor Mitchell]), and sifting through and examining various relevant documents, in this specific matter I concur with the finding on the merits made by the Committee. Indeed, in my review of the appeal, I conclude that the Committee and Dean conducted a fair determination, acted responsibly, and followed the procedures set forth in Faculty Rule 3335-5-04.

As set forth under Faculty Rule 3335-5-04(G)(3), Professor Mitchell appealed the termination decision to the University-wide Faculty Hearing Panel. A three-person panel was convened and a hearing conducted on April 29, 2019, with both Professor Mitchell and the Provost Office in attendance to present their respective positions. Three witnesses also presented testimony and the Panel reviewed more than 50 multi-page exhibits. In accordance with Faculty Rule 3335-5-04 (H)(8), the Hearing Panel is not bound by the findings of the college investigation committee nor the Executive Vice President and Provost.

On May 1, 2019, the Faculty Hearing Panel issued its findings of fact. In a unanimous decision, the Panel concurred with the Provost's findings and sanction of termination.

In making this finding, the Panel concluded that Dr. Mitchell's failure to consult with the Fisher College of Business about the Ohio Department of Medicaid's request for additional services and her ongoing failure to comply with the Faculty Paid Consulting Policy and the Patterns of Administration in the Department of Marketing and Logistics rose to grave misconduct as such conduct was flagrant, egregious, and willful.

In particular, the Panel noted that "had Dr. Mitchell simply been forthcoming about her continuing work with ODM, she would have been alerted to key university policies related to consulting, ethics, and conflict of interests. Instead, Dr. Mitchell knowingly continued this relationship with ODM over time without reporting it to Fisher College of Business. This failure to consult directly with the College in conjunction with her continued failure to explicitly report these activities demonstrates a flagrant, willful, and egregious pattern of behavior that constitutes clear and convincing evidence of grave misconduct."

In addition, the Panel found that Dr. Mitchell's claim that "she did not comply with this or other related policies because she was not informed and did not know that that she had do so...strains the credulity of the hearing panel. Based on her CV and her own testimony, Dr. Mitchell has over 30 years of experience working in business schools at some of the most prestigious institutions of higher education in the country...These experiences, alone, should make her keenly aware of policies related to potential conflicts of interest between university faculty and businesses in consulting relationships."

As set forth under Faculty Rule 3335-5-04(I), upon receipt of the written findings of fact and recommendation and a record of the proceedings from the faculty hearing panel, I am to review the matter and take one of the following actions:

- Dismiss the complaint;
- Impose any sanction less than termination of employment whether or not it accords with the recommendation of the hearing panel;
- Recommend to the board of trustees termination of employment on such terms and conditions as the president may deem advisable;
- Remand the case to the hearing panel for reconsideration.

The decision to terminate a faculty member should not be done lightly, and all facts and circumstances should be sifted and weighed. Here, it is critical to note that throughout the process, the Dean of the College of Business and all three members of its Investigation Committee, the Provost, and all three members of the Faculty Hearing Panel have all found grave misconduct related Professor Mitchell's behavior and have recommended termination.

In my review of the matter, including the documents provided by Professor Mitchell, I find no basis to modify the findings above. I therefore agree with the findings made against Professor Mitchell that there is "clear and convincing evidence" that her conduct rises to grave misconduct.

Like the Provost, I too note the gravity of Professor Mitchell's conduct and the conflict in entering into a contract with the Ohio Department of Medicaid. As noted by Provost McPherson, "faculty have a responsibility to inform their supervisors of external work, in particular those related to one's area of expertise, and to disclose potential conflicts of interests. Such notification and approval, among other things, protects the University from outside activities that competes against its interests and assists the faculty member from running afoul of conflicts of interests and the Ohio Ethics Laws." By deciding to continue a relationship and enter into a contract with ODM, without reporting it to the chair, dean, or others in authority within Fisher Executive Education, Professor Mitchell elected to pursue a matter in her role as President of CypressTree that competed directly with the interests of the Fisher College of Business.

Put simply, given the record of the proceedings, I am recommending to the board of trustees termination of Professor Mitchell's clinical appointment and employment at The Ohio State University.

Upon receipt of my recommendation, "the board of trustees, in reviewing and deciding upon a case in which termination of employment has been recommended, has the ultimate authority to take that action necessary to promote the best interest of the university and to protect the rights of the individual. In such cases, the board shall give [Professor Mitchell] an opportunity to present to it arguments in writing, or in person, or both."

Please let me know if you have any questions.



THE OHIO STATE UNIVERSITY

FY 2020 Financial Plan

Michael Papadakis, Mark Larmore and Kris Devine

Finance Committee | August 29, 2019



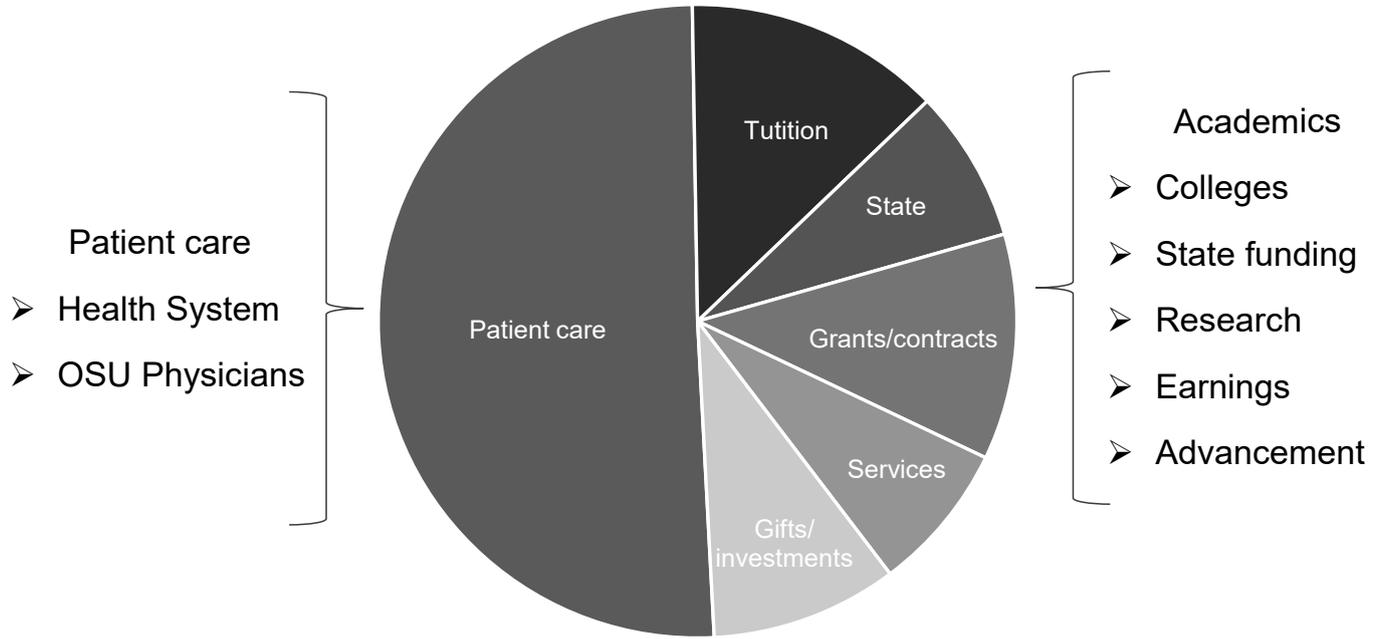
FY2020 Financial Plan Highlights

Strategic Pillar	Highlights
Teaching and Learning	<ul style="list-style-type: none">• Digital Flagship investment \$12 million per cohort• Institute for Teaching and Learning \$4.9 million
Access Affordability and Excellence	<ul style="list-style-type: none">• Investing \$40 million in Buckeye Opportunity Program, President's Affordability Grants and the Land Grant Opportunity Scholarship Program
Research and Creative Expression	<ul style="list-style-type: none">• Award for HEALing Communities Study is the university's largest research grant ever \$65 million in total (\$22 million in FY2020) for opioid research• Funding \$28 million for the Discovery Themes Initiative
Academic Health Care	<ul style="list-style-type: none">• Launching of the Healthy State Alliance with Mercy Health• Construction of first proton therapy treatment facility in central Ohio (set to open in FY2021)
Operational Excellence and Resource Stewardship	<ul style="list-style-type: none">• Set to exceed \$200 million efficiency savings goal by \$15 million• Continued reinvestment of efficiency savings into core mission



Financial Plan overview

Consolidated budget reflects bottom-up and top-down, with eliminations





Assumptions: University

Factor	Assumptions & Explanation
Tuition	<ul style="list-style-type: none"> FY20 Enrollment - NFYS – 7,600; NFYS Mix – 5,092/1,758/750 (67.0%/23.1%/9.9%); Transfers – 2,250 Tuition Guarantee – Cap 2.0%, CPI 1.5% Non-Resident Surcharge – 4.8% Int'l Surcharge – 0.0% Graduate – base fees 0.0%; 10 differential fee increases Program, Technology & UG Course Fees – No Increase
State Share of Instruction	<ul style="list-style-type: none"> No Increase
Exchange Grants and Contracts	<ul style="list-style-type: none"> \$22M of \$65M federal research grant to address opioid epidemic
Sales and Services	<ul style="list-style-type: none"> 2.2% increase for Housing and Dining 1 summer stadium concert; 7 home football games
Advancement Receipts	<ul style="list-style-type: none"> Continuation of Fundraising Campaign – \$575M in New Fundraising Activity \$295M in cash receipts
Investment Income	<ul style="list-style-type: none"> 8% LTIP Return
Salaries and Benefits	<ul style="list-style-type: none"> Merit – 2.5% Composite Benefit Rates – flat
Student Aid	<ul style="list-style-type: none"> Expansion of existing aid for Land Grant Opportunity Scholarships, National Buckeye Program, Buckeye Opportunity Program Increases in 2019-2020 Federal Pell Grants and Ohio College Opportunity Grants (pending in state budget bill)
Supplies and Services	<ul style="list-style-type: none"> 0% inflation assumed (main area for targeted efficiencies)
Interest Expense	<ul style="list-style-type: none"> 2.0% variable interest rate
Depreciation	<ul style="list-style-type: none"> Increases for construction in progress and iPad depreciation



Assumptions: Health System

FACTOR	Assumptions & Explanation
Payor mix and price implications	2% Payor shift to Medicare - aging population; Managed care 3% average rate increase
Admissions/outpatient visits	2.7% inpatient growth and 4.1% growth in outpatient visits
Surgeries	4.0% inpatient 0.4% outpatient 2.1% total growth
Case mix index	Projected CMI increase in Ross, other hospitals constant year over year
Length of stay	Increase of 1.2% driven by mix changes at Ross and James
Total beds	Total beds available of 1,471 with 14 incremental psychiatry beds
Salary/wages	2.5% merit increase / 0.5% market adjustments
Benefits	31% of salaries
Pharma/drugs	Drug cost inflation of 5% 340B changes, cancer drug utilization increases
Interest	Decrease 9.8% with no incremental debt issued
Depreciation	Increase 4.2% from FY19
Annual Capital Expenditures	Routine - \$133M Strategic - \$130.5M
Medical Center Investments	\$155M



Consolidated financial overview – Modified Cash Flow

The Health System and OSUP account for 50% of consolidated revenue

Total Sources (\$ thousands)	FY18	FY19	FY20	\$ Difference	% Difference
	Actuals	Forecast	Plan		
University (incl MCI)	3,687,043	3,780,154	3,906,495	126,341	3.3%
Health System	3,017,772	3,233,164	3,367,124	133,960	4.1%
OSU Physicians	439,733	453,154	505,265	52,111	11.5%
Transfers and Eliminations	(288,556)	(251,355)	(285,321)	(33,966)	-13.5%
Total Sources	6,855,992	7,215,117	7,493,563	278,446	3.9%

Total Uses (\$ thousands)	FY18	FY19	FY20	\$ Difference	% Difference
	Actuals	Forecast	Plan		
University	3,291,623	3,599,445	3,714,277	114,832	3.2%
Health System (incl MCI)	2,737,770	2,960,561	3,104,062	143,501	4.8%
OSU Physicians (incl MCI)	422,904	437,076	488,457	51,381	11.8%
Transfers and Eliminations	(275,918)	(285,748)	(291,799)	(6,051)	-2.1%
Total Uses	6,176,379	6,711,334	7,014,996	303,662	4.5%

Sources Less Uses (\$ thousands)	FY18	FY19	FY20	\$ Difference	% Difference
	Actuals	Forecast	Plan		
University	395,420	180,709	192,218	11,509	6.4%
Health System	280,002	272,603	263,062	(9,541)	-3.5%
OSU Physicians	16,829	16,078	16,808	730	4.5%
Transfers and Eliminations	(12,638)	34,393	6,478	(27,915)	-81.2%
Total Sources Less Uses	679,613	503,783	478,566	(25,217)	-5.0%



Academic enterprise



FY 2020 Financial Plan by Fund Group

Not all margins are fungible

Total Sources (\$ thousands)	Restricted					Total University
	Unrestricted [General and Designated]	Earnings	Endowment and Development	Restricted Grants and Contracts	Plant	
External Sources						
Tuition & Fees (gross)	1,219,544	-	-	-	-	1,219,544
State Share of Instruction	383,217	-	-	-	-	383,217
Other Operating Appropriations	-	-	-	89,913	-	89,913
Exchange Grants & Contracts	117,000	-	-	646,411	-	763,411
Non-Exchange Grants & Contracts	-	-	-	89,301	-	89,301
Sales & Services - Auxiliaries	-	376,775	-	-	-	376,775
Sales & Services - Departmental	-	167,085	-	-	-	167,085
Current Use Gifts	-	-	212,700	-	-	212,700
Endowment Distributions	88,882	-	139,559	-	-	228,441
Interest Income	67,340	-	-	-	-	67,340
Other Revenues	-	39,886	-	-	-	39,886
Total External Sources	1,875,983	583,746	352,259	825,625	-	3,637,613
Internal Sources						
Net Transfers from Health System	-	-	-	268,882	-	268,882
Total Internal Sources	-	-	-	268,882	-	268,882
Total Sources	1,875,983	583,746	352,259	1,094,507	-	3,906,495
Total Uses (\$ thousands)	Unrestricted [General and Designated]	Earnings	Restricted Endowment and Development	Restricted Grants and Contracts	Plant	Total University
Salaries	903,060	240,221	54,228	436,969	-	1,634,478
Benefits	238,918	63,762	14,894	112,701	-	430,275
Total Personnel Expense	1,141,978	303,983	69,122	549,670	-	2,064,753
Fee Authorizations	103,979	784	1,399	12,210	2,400	120,772
Student Aid	268,187	29,063	40,052	91,616	-	428,919
Supplies, Services & Other	356,117	184,042	62,414	406,057	-	1,008,631
Interest Expense	-	-	-	-	91,202	91,202
Total Non-Personnel Expense	728,283	213,890	103,865	509,884	93,602	1,649,524
Total Uses	1,870,261	517,872	172,988	1,059,554	93,602	3,714,277
Sources Less Uses, Operating	5,722	65,874	179,271	350 34,953	(93,602)	192,218

- Unrestricted [General and Designated] funds generate a modest margin of \$5.7 million which is mainly used for operating reserves and strategic investments.
- Earnings funds generate a margin of \$65.9 million, these funds are directed toward capital and debt service reserves.
- Restricted Endowment and Development funds generate a margin of \$179 million mainly due timing differences between gift receipt and spend.
- Restricted grants and contracts generate a margin of \$35 million due to timing of reimbursements on research projects.
- Plant funds are used to pay principal and interest on debt service and have a negative margin of \$93.6 million. This is primarily funded from Other Operating Fund groups and non-operating cash sources.



Highlights: University-only sources

Total Sources (\$ thousands)	FY18 Actuals	FY19 Forecast	FY20 Plan	FY19-FY20 \$ Diff	FY19-FY20 % Diff
External Sources					
Tuition & Fees (gross)	1,135,298	1,184,703	1,219,544	34,842	2.9%
State Share of Instruction	383,860	383,217	383,217	-	0.0%
Other Operating Appropriations	91,733	89,913	89,913	-	0.0%
Exchange Grants & Contracts	757,037	739,837	763,411	23,574	3.2%
Non-Exchange Grants & Contracts	81,268	85,734	89,301	3,566	4.2%
Sales & Services - Auxiliaries	362,966	388,038	376,775	(11,263)	-2.9%
Sales & Services - Departmental	161,964	163,459	167,085	3,627	2.2%
Current Use Gifts	168,209	174,800	212,700	37,900	21.7%
Endowment Distributions	201,965	217,765	228,441	10,676	4.9%
Interest Income	43,734	77,174	67,340	(9,834)	-12.7%
Other Revenues	31,328	38,121	39,886	1,764	4.6%
Total External Sources	3,419,362	3,542,760	3,637,613	94,853	2.7%
Internal Sources					
Net Transfers from OSU Health System	267,681	237,394	268,882	31,488	13.3%
Total Internal Sources	267,681	237,394	268,882	31,488	13.3%
Total Sources	3,687,043	3,780,154	3,906,495	126,341	3.3%

Price: \$13.4M – UG Tuition guarantee, NR surcharges and differential Fees
Volume: \$9.4M – UG increase in volume due to higher volume of new NFYS replacing smaller classes that are dropping off. Increases in graduate programs
Mix: \$10.7M – UG increase in mix due to higher mix NFYS

- \$22M federal research grant to address opioid epidemic
- \$100 Increase in Pell Grant awards per student
- Proposed OCOG increases of \$2.3M

- 2.2% fee increase for Housing and Dining
- Increases offset by 2 fewer stadium concerts and less revenue from football game guarantee.
- Decline in VMWare software sales (OH-Tech)

8% return budgeted for FY20; includes \$67.3M in short-term and intermediate-term investment income.

Increased clinical faculty and practice activity within the College of Medicine and Office of Health Sciences

Source Drivers

	Price	Volume	Mix
Tuition & Fees	↑	↑	↑
Housing & Dining	↑	↔	↔



Highlights: University-only uses

Total Uses (\$ thousands)	FY18 Actuals	FY19 Forecast	FY20 Plan	FY19-FY20 \$ Diff	FY19-FY20 % Diff
Salaries	1,450,567	1,551,137	1,634,478	83,341	5.4%
Benefits	330,364	409,879	430,275	20,396	5.0%
Total Personnel Expense	1,780,931	1,961,016	2,064,753	103,737	5.3%
Fee Authorizations	111,056	118,274	120,772	2,498	2.1%
Student Aid	382,802	410,281	428,919	18,637	4.5%
Supplies, Services & Other	938,917	1,022,947	1,008,631	(14,317)	-1.4%
Interest Expense	77,916	86,925	91,202	4,277	4.9%
Total Non-Personnel Expense	1,510,692	1,638,429	1,649,524	11,095	0.7%
Total Uses	3,291,623	3,599,445	3,714,277	114,832	3.2%

- **\$29M** due to 2.5% AMCP
- **\$25M** due to College of Medicine adding 74 Faculty FTE (35 clinical – including pediatrics, 39 non-clinical)
- **\$29M** due to strategic investments in faculty and staff and impact of key leadership changes
- Benefits not increasing at same rate as salaries due to slight decline in benefit rates

Continued strategic investments in access and affordability

0% inflation assumed (area for targeted efficiencies)

FY20 Plan includes an increase in variable interest rate from 1.68% in FY19 to 2.0% in FY20



Wexner Medical Center



Wexner Medical Center:

Includes Health System, OSU Physicians, College of Medicine and Office of Health Sciences

	Forecast 2019	Budget 2020	% Change
OPERATING STATEMENT (in thousands)			
Total Operating Revenue	\$4,102,841	\$4,314,831	5.2%
Operating Expenses			
Salaries and Benefits	2,173,640	2,326,079	7.0%
Supplies and Pharmaceuticals	785,541	837,396	6.6%
Services	466,377	497,954	6.8%
Depreciation	184,605	192,559	4.3%
Interest/Debt	46,835	42,983	-8.2%
Other Operating Expense	126,689	121,308	-4.2%
Medical Center Investments	5,103	470	-90.8%
Total Expense	3,788,789	4,018,748	6.1%
Excess of Revenue over Expense	\$ 314,052	\$ 296,083	-5.7%
Financial Metrics			
Adjusted Admissions	126,893	130,214	2.6%
Total Revenue per AA	\$ 25,452	\$ 25,669	0.9%
Total Expense per AA	\$ 22,161	\$ 22,592	1.9%

Source Drivers

	Price	Volume	Mix
Total Revenue per AA	↑	↑ 354	↔
Total Expense per AA	↑	↔	↔



THE OHIO STATE UNIVERSITY

FY2020 Financial Plan

Office of Business and Finance
Financial Planning and Analysis

FY 2020 FINANCIAL PLAN

FY 2020 Financial Plan

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FY 2020 FINANCIAL PLAN

Chapter 1 | Executive Summary

We are pleased to submit the FY 2020 Financial Plan. This plan builds on the university's strengths and provides operating margin to be reinvested into capital projects at the university. We are presenting the Operating Plan alongside the Capital Investment Plan to provide more clarity about funding sources – which funding sources are fungible and can be spent for unrestricted purposes, and which funding sources must be spent on legally mandated or designated programs and projects.

The narratives throughout this financial plan utilize this managerial-based presentation. The full U.S. GAAP version of the plan is presented in Appendix A for comparison.

This document includes an Executive Summary, an introduction on planning at Ohio State, the full FY 2020 Operating Plan, a snapshot of the FY 2020 Capital Investment Plan, and detailed material provided in the Appendix.

Highlights of the Financial Plan

- The Consolidated FY 2020 Operating Plan projects a surplus of \$478.6 million on \$7.5 billion of sources and \$7 billion of uses. We anticipate sources will increase 3.9% over forecasted FY 2019 results, driven primarily by growth in The Ohio State University Health System and Ohio State University Physicians, Inc. (OSUP). Uses are projected to increase 4.5% driven by a 5.9% increase in personnel expenses reflecting a raise pool of 2.5% and strategic growth in personnel as well as a 2.6% increase in non-personnel expenses.
- The University-Only FY 2020 Operating Plan, which excludes the Health System and OSUP, projects a surplus of \$192.2 million on \$3.9 billion of sources and \$3.7 billion of uses. We anticipate sources to increase 3.3% over forecasted FY 2019 results. This increase is driven by a 2.9% increase in tuition and fee revenue, a 21.7% increase in current use gifts, and a 3.3% increase in grants and contracts. Overall, the university-only plan projects that uses will increase 3.2%, stemming from a 5.3% increase in personnel expenses and a 0.7% increase in non-personnel expenses driven primarily by student aid.
 - The university is comprised of general funds used for teaching and other unrestricted uses, restricted funds from either grants or gifts, and earnings funds such as housing and dining. These funds are tracked and managed to ensure all restrictions are met. Of the \$192.2 million surplus, \$5.7 million is from general funds, \$65.9 million is from earnings funds set aside for capital, deferred maintenance and debt service, and the remainder are for restricted purposes.
 - Within the \$3.9 billion of university-only sources are \$1.9 billion in general funds, which are allocated to units based on a highly specialized modified responsibility center management model, including some funding held centrally for strategic investment. The model allocates \$1.6 billion of revenue in proportion to credit hours taught. General funds also includes research indirect costs allocated primarily to the unit providing services for the grants. The model also includes assessments to colleges and support units for centrally provided services and expenses such as facilities and institutional student aid. We anticipate \$5.7 million of surplus to be generated from general funds sources in FY 2020 after strategic operating investments are taken into account.
- The Health System FY 2020 Operating Plan projects a surplus of \$263 million on \$3.4 billion of sources, and \$3.1 billion of uses. We anticipate sources will increase 4.1% and uses will increase 5.3% over forecasted FY

FY 2020 FINANCIAL PLAN

2019 results. This is driven by a combination of an estimated increase in adjusted admissions, outpatient growth, and some rate increases.

- The OSU Physicians, Inc. FY 2020 Operating Plan projects a surplus of \$17 million on \$505 million of sources and \$488 million of uses. This translates to a 11.5% increase in sources and a 11.8% increase in uses over forecasted FY 2019 results.
- The consolidated University and Health System will continue to invest heavily in various capital assets. The FY 2020 Capital Investment Plan includes \$851 million in capital expenditures for FY 2020, including \$497 million from projects approved in prior Capital Investment Plans, \$290 million related to new projects starting in FY 2020 and \$64 million related to capital equipment.

FY 2020 FINANCIAL PLAN

Economic Impact of Ohio State

The university's economic impact on the state of Ohio provides important context to understand the FY 2020 Financial Plan. To quantify Ohio State's current economic impact in Ohio, the university partnered with a third party to undertake a comprehensive analysis of the economic benefits that arise from university operations. The firm used a model to calculate the economic benefits traced to the direct and indirect effects of Ohio State's operational spending. The model accounts for the ripple effects of spending by employees, students and visitors on retail purchases, restaurant meals, hotel stays, events and other goods and services that filter through the economy and support jobs.

The analysis showed that The Ohio State University generates \$15.2 billion annually in economic impact for the state of Ohio – which equates to more than \$1.735 million in economic impact every hour.

Ohio State's research enterprise, medical complex, construction projects, athletics events and status as Ohio's fourth-largest employer combined in FY 2018 to support more than 123,000 jobs across Ohio. To put that in context, one in every 57 jobs in the state is directly or indirectly supported or sustained by the university.

The total economic impact is attributed to Ohio State's six campuses, academic medical complex and the Department of Athletics. The analysis estimated that the Columbus campus alone generated \$7 billion in economic benefits, supporting 67,244 jobs and stimulating \$348.8 million in state and local tax revenue. The Wexner Medical Center generated \$7.3 billion, almost half of which represents direct spending, and directly supported almost 22,000 full- and part-time jobs.

In addition to operations-related impact, Ohio State has potential to create an estimated \$184 million of additional earning power annually for new graduates and generates at least \$364 million each year in faculty, staff and student charitable donations and volunteer services, according to the analysis.



\$15.2 BILLION
IN ECONOMIC IMPACT TO OHIO



123,283 JOBS
SUPPORTED THROUGHOUT OHIO



\$679.2 MILLION
GENERATED IN STATE
AND LOCAL TAX REVENUE



The Ohio State University is made up of the Columbus campus, four regional campuses in Lima, Mansfield, Marion, and Newark, and the Wooster Campus which includes the Agricultural Technical Institute (ATI) and the Ohio Agricultural Research and Development Center (OARDC). The university also has a presence in all 88 Ohio counties in the form of OSU Extension offices, as well as numerous farms and research facilities throughout the state. As of Autumn 2018, there were 1,247 buildings across all campuses on 16,196 acres. All these facilities are included in the FY 2020 Financial Plan.

FY 2020 FINANCIAL PLAN

Strategic Context

The university's Time and Change strategic plan guides the financial decisions reflected in this financial plan. The strategic plan sets forth the aspiration of being a leading national flagship public research university.

This aspiration requires a focus on uplifting the well-being of the state, the nation and the global community through the dissemination of knowledge. It necessitates celebrating all that makes Ohio State distinctive and making decisions that build on our unique assets and strengths. Finally, it means being recognized consistently as one of the top public research universities in the nation. To reach our goals, Ohio State's strategic plan sets forth five pillars of focus:



Teaching and Learning

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



Access, Affordability and Excellence

Ohio State will further our position as a leading public university offering an excellent, affordable education and promoting economic diversity.



Research and Creative Expression

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



Academic Health Care

The Ohio State University Wexner Medical Center will continue our ascent as a leading academic medical center, pioneering breakthrough health care solutions and improving people's lives.



Operational Excellence and Resource Stewardship

Ohio State will be an exemplar of best practices in resource stewardship, operational effectiveness, and efficiency and innovation.

The FY 2020 Financial Plan invests in these five strategic pillars to achieve our vision.

Teaching and Learning

Ohio State is integrating learning technology throughout the student experience through the Digital Flagship, a student success initiative that in which the university is collaborating with Apple. For the second year of the Digital Flagship, incoming first-year students at all campuses will receive an iPad and related technology as part of their academic toolkit, faculty members are ramping up courses specifically designed to take advantage of widespread access to this technology and the university is introducing a new coding curriculum to support our students' career credentials. The university is investing approximately \$12 million per cohort for this initiative.

Meanwhile, the university continues to support teaching excellence through programs, such as the University Institute for Teaching and Learning. The institute works with faculty throughout the university to extend best practices in instruction. We anticipate investing approximately \$4.9 million in this initiative in FY 2020, funded

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primarily through an endowment that the university created with proceeds from the comprehensive energy management partnership.

Access, Affordability and Excellence

Ohio State is controlling costs and providing unprecedented aid for students who demonstrate financial need. The university will mark a number of milestones in the coming year in terms of student support. Since FY 2016, the university has added more than \$150 million in new need-based student aid, outpacing the \$100 million goal set at the time. In all, the university will invest more than \$40 million in FY 2020 in three programs: The Buckeye Opportunity Program, President's Affordability Grants and the Land Grant Opportunity Scholarship program.

- This year will be the second for the Buckeye Opportunity Program, which ensures that financial aid covers the cost of tuition and fees for low- and moderate-income students from Ohio who receive Pell Grants.
- President's Affordability Grants support more than 15,000 low- and moderate-income students annually at all Ohio State campuses.
- Land Grant Opportunity Scholarships have been expanded to cover the full cost of attendance and doubled to 176 scholarships each year.
- A third incoming class of Ohio students will enter under the Ohio State Tuition Guarantee, which locks in rates for tuition, mandatory fees, room and board for four years. This program provides students and families with predictability about the cost of a four-year education.

Research and Creative Expression

The university aspires to become a national leader in research and creative expression, with the specific goal of attracting top scholars who excel in targeted research areas designed to address complex and pressing challenges. Strategies to achieve this goal include facilitating multidisciplinary research to take advantage of the breadth of expertise at the university through the Discovery Themes initiative; establishing new centers focused on current and emerging research challenges; supporting the proposal development center to increase funding for strategic initiatives; and establishing and maintaining cutting-edge facilities to support our growing community of research-intensive faculty. The FY 2020 Financial Plan includes \$28 million in funding for Discovery Themes.

The Office of Research is also focusing on building external relationships that will help grow the university's portfolio of federally funded research, and on expanding strategic partnerships with industry. In May 2019, the National Institutes of Health awarded a \$65.9 million grant to Ohio State to lead a statewide consortium charged with reducing opioid overdose deaths by 40% over three years. The award for HEALing Communities Study is the university's largest research grant ever. \$22 million (one-third) of this funding is included in the FY 2020 Financial Plan.

Academic Health Care

The Wexner Medical Center plans to reinvest projected margin in patient care and in capital planning to support growing demand, including a new inpatient hospital, expanded ambulatory facilities, and an integrated health sciences facility. Among other investments, the Wexner Medical Center and the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute are collaborating with Nationwide Children's Hospital to bring the first proton therapy treatment facility to central Ohio. The proton center, planned for Ohio State's west campus, is expected to cost approximately \$100 million and open in FY 2023. The Wexner Medical Center has also partnered with Mercy Health to launch the Healthy State Alliance, which brings together two organizations with

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complementary missions, capabilities and talents. The Alliance will focus early efforts on three objectives in particular: addressing the opioid epidemic and increasing access to cancer and transplant care.

Operational Excellence and Resource Stewardship

The university is on track to exceed the five-year, \$200 million goal that was set for FY 2020 by at least \$15 million. These administrative savings have been re-directed to the university's core mission through strategic initiatives such as new need-based financial aid and the Digital Flagship student-success initiative. Savings in administrative support units, whether generated centrally or through initiatives undertaken by the units, are all captured centrally. Colleges have retained some of their savings to utilize for their strategic initiatives. All deposits are reviewed to ensure they reflect savings, not avoided costs or set aside funds.

The university has also prioritized strategic procurement to reduce costs. Since FY 2013, the university's strategic procurement program has produced \$388 million in cumulative savings by reducing the number of vendors and negotiating preferred contracts with master vendors. The strategic procurement team has negotiated 1,035 university-wide contracts, reflecting a range of goods and services. Most of the savings from negotiated rates benefit colleges and support units, allowing them to further invest in their core missions and strategic initiatives.

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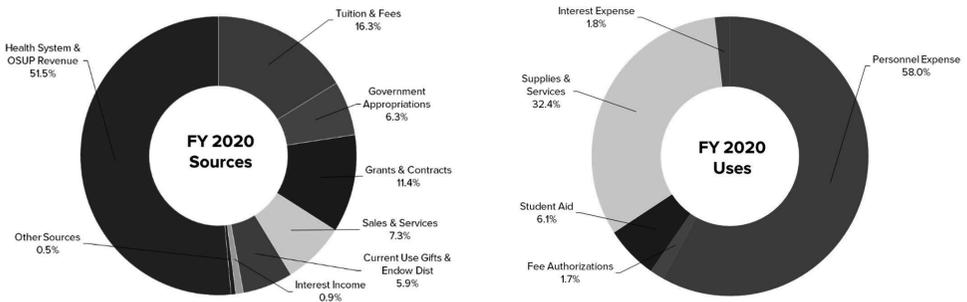
FY 2020 Operating Plan Summary

The following table shows consolidated sources and uses for FY 2020 and compares those numbers to the FY 2019 forecast and actual results for FY 2018.

Total Sources (\$ thousands)	FY18 Actuals	FY19 Forecast	FY20 Plan	FY19-FY20 \$ Diff	FY19-FY20 % Diff
Tuition & Fees (gross)	1,135,298	1,184,703	1,219,544	34,842	2.9%
Government Appropriations	475,593	473,129	473,129	-	0.0%
Grants & Contracts	838,304	825,571	852,712	27,141	3.3%
Sales & Services University	524,930	551,497	543,861	(7,636)	-1.4%
Sales & Services Health System	2,996,897	3,219,203	3,350,685	131,482	4.1%
Sales & Services OSU Physicians	439,733	453,154	505,265	52,111	11.5%
Current Use Gifts & Endow Dist	370,174	392,565	441,141	48,576	12.4%
Interest Income	43,734	77,174	67,340	(9,834)	-12.7%
Other Revenues	31,328	38,121	39,886	1,764	4.6%
Total Sources	6,855,992	7,215,117	7,493,563	278,446	3.9%

Total Uses (\$ thousands)	FY18 Actuals	FY19 Forecast	FY20 Plan	FY19-FY20 \$ Diff	FY19-FY20 % Diff
Total Personnel Expense	3,544,041	3,845,554	4,072,129	226,575	5.9%
Student Aid and Fee Authorizations	493,858	528,556	549,691	21,135	4.0%
Supplies, Services & Other	2,021,099	2,214,506	2,269,704	55,198	2.5%
Interest Expense	117,380	122,717	123,472	755	0.6%
Total Non-Personnel Expense	2,632,337	2,865,780	2,942,867	77,088	2.7%
Total Uses	6,176,379	6,711,334	7,014,996	303,662	4.5%
Sources Less Uses, Operating	679,613	503,783	478,566	(25,217)	-5.0%

The Consolidated FY 2020 Operating Plan projects a surplus of \$478.6 million on \$7.5 billion of sources and \$7 billion of uses. We anticipate sources will increase 3.9% over forecasted FY 2019 results, driven primarily by growth in The Ohio State University Health System and Ohio State University Physicians, Inc. (OSUP). Uses are projected to increase 4.5% driven by a 5.9% increase in personnel expenses reflecting a raise pool of 2.5% and strategic growth in personnel as well as a 2.7% increase in non-personnel expenses.



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Sources

Tuition and fees are charged to students to cover the cost of instruction and university operations. All students are charged a base instructional fee based on their program of study. Non-Ohio resident and international students also pay a non-resident and/or international surcharge. Select graduate and professional programs charge a market-based differential instructional fee. Certain programs also charge a program and/or technology fee. Tuition and fees also include Student Life fees, including the Ohio Union fee, the recreation fee, and student activities fee, and other miscellaneous fees for applications, orientation, transcripts and the like.

State Operating Appropriations are divided between State Share of Instruction (SSI) and State Operating Appropriations. SSI is allocated between all Ohio public colleges based on a State of Ohio performance-based formula and is used to fund instruction, operations and strategy. State Operating Appropriations are direct line item allocations for Ohio State University and are restricted in use.

Grants and Contracts include research projects administered through the Office of Sponsored Programs (OSP), grants and contracts administered directly by colleges and support units, and funding from federal and state government financial aid programs. These funds are highly restricted in use and are typically disbursed on a reimbursement basis.

University Sales and Services are goods and services sold to students or the general public. Housing, Dining, Athletics, and Instructional Clinical Services make up the majority of this revenue. University Sales and Services operations retain their earnings and are charged an overhead rate to fund central operations and strategy.

Health System and OSU Physicians Sales and Services are derived from patient and insurance billing. The Health System and OSU Physicians retain their earnings and are charged an overhead rate to fund central operations and strategy.

Current Use Gifts are gifts that are available for immediate use based on donor restrictions. These funds are highly restricted based on donor intent and may or may not be expended in the year received.

Endowment Distributions are received from endowed funds established for the purpose of generating a distribution into perpetuity for a donor-restricted purpose. For purposes of the Operating Plan, only distributions are counted as sources and are restricted to each endowment description.

Interest Income is generated by the university on all cash balances. The short and intermediate term interest revenue is unrestricted and used to fund operations and strategy.

Other Revenues include miscellaneous university earnings such as royalties and rental income.

Uses

Personnel Expenses are salaries, wages, and bonus payments to university employees and benefits paid on their behalf. Units pay into benefits pools based on composite rates by employee type; these rates are reviewed by faculty senate and approved by the Provost and Chief Financial Officer.

Student Aid includes all institutional, departmental, governmental, gifted and athletic financial aid.

Fee Authorizations pay for the tuition and fees for graduate teaching, research or administrative appointments.

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Supplies, Services & Other covers all other operating expenses for the University. Utilities, repairs and maintenance, consulting expense, and research subcontract expense are reflected in this category.

Interest Expense is incurred on all outstanding debt.

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Chapter 2 | FY 2020 Operating Plan Scope

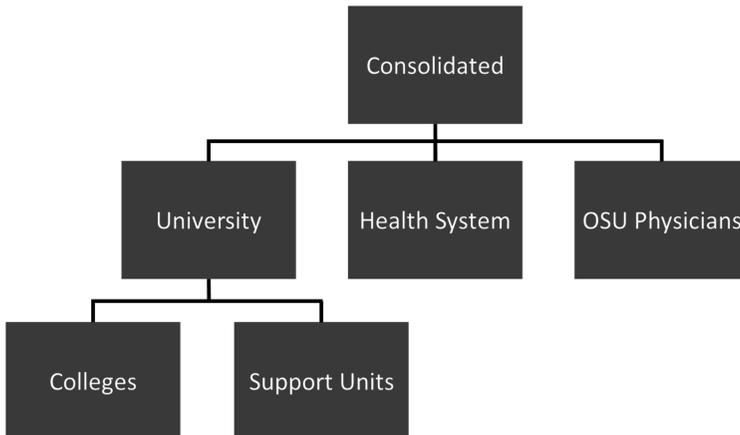
The university is a complex institution with planning units that are responsible for diverse missions: patient care, teaching introductory accounting, and automotive engineering research are all under the same umbrella. These diverse missions are funded by diverse revenue streams and our financial plan takes these differences into account.

Operating Plan Units

All funds operating plans are intended to represent planned revenue and expenses and are collected from each unit in the university and reviewed and consolidated by the Office of Financial Planning & Analysis. This all funds total operating plan provides the base framework for evaluating the activities of all academic and support units within the university, allowing proactive responses to changing economic issues as they arise. During FY 2020 we will also be putting greater focus and attention on performing updated forecasts throughout the fiscal year.

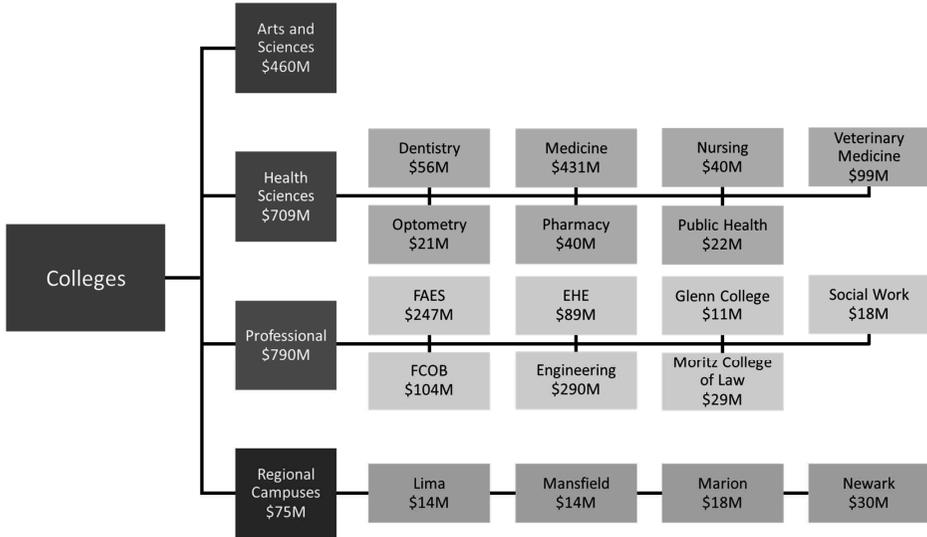
The financial structure of units at the organization reflects our complex mission. The financial plan is put together based on a hierarchical structure where plans are collected from units and consolidated. Financial Planning & Analysis performs a bottoms-up review and consolidation and reconciles the resulting numbers with a top-down forecasted approach to arrive at the final submitted plan. Note that this hierarchy does not necessarily imply personnel reporting lines but serves as a graphical representation of how the plan is compiled and consolidated.

The top level of consolidation is made up of the University, Health System, and OSU Physicians. There are numerous eliminations that occur at this level that reflect transfers of funds between these three entities. In turn, the University is split between Colleges and Support Units; the Health System is split between five hospitals, dozens of ambulatory care facilities, and other administrative units; and OSU Physicians is split into 19 physicians practices. The Health System and OSU Physicians are discussed in greater detail in Chapters 6 and 7.

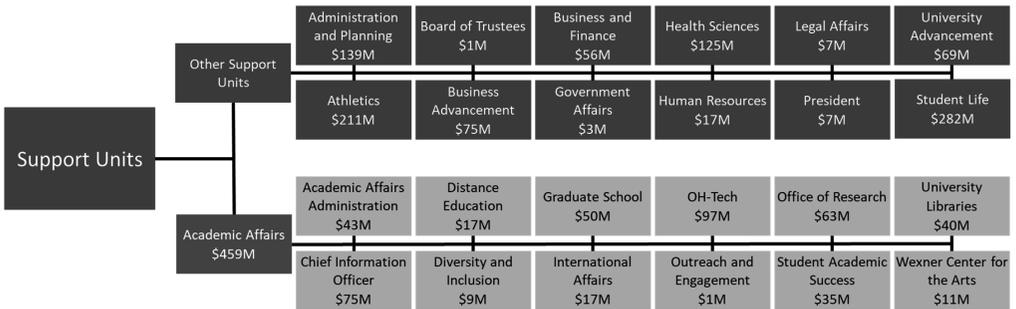


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For the University consolidation, colleges are broken out into their respective Executive Dean clusters, Arts and Sciences, Health Sciences Colleges, Professional Colleges and Regional Campuses:



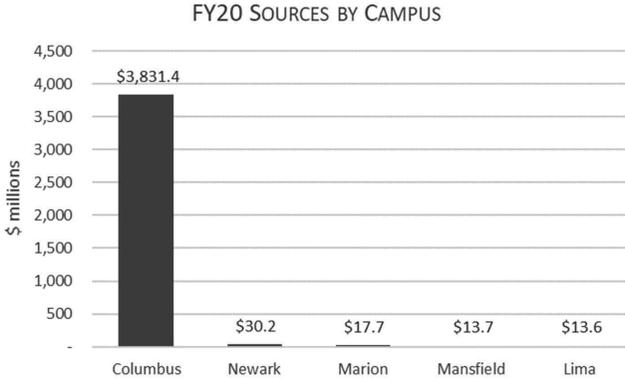
Support Units included are as follows:



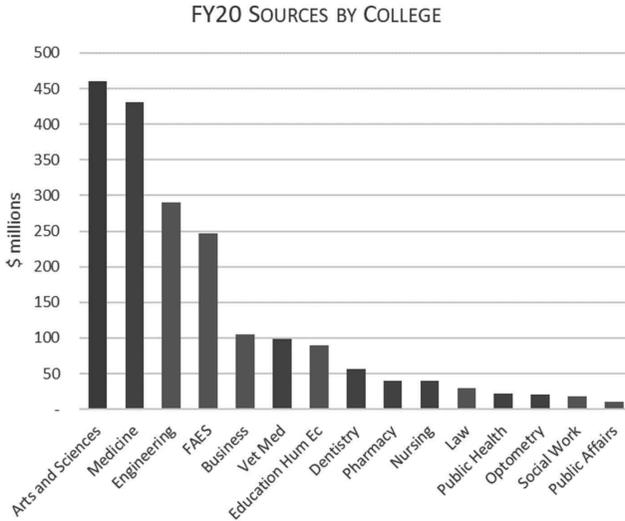
Note also that each unit depicted here is divided into many additional planning subunits that include divisions such as academic departments, dean's offices, centers, specific earnings operations, sports teams, physicians practices, etc. In all, we estimate that there are more than 50,000 total planned subunits that make up this consolidated plan.

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The size of campuses vary widely. The Columbus Campus is by far the largest in terms of sources:

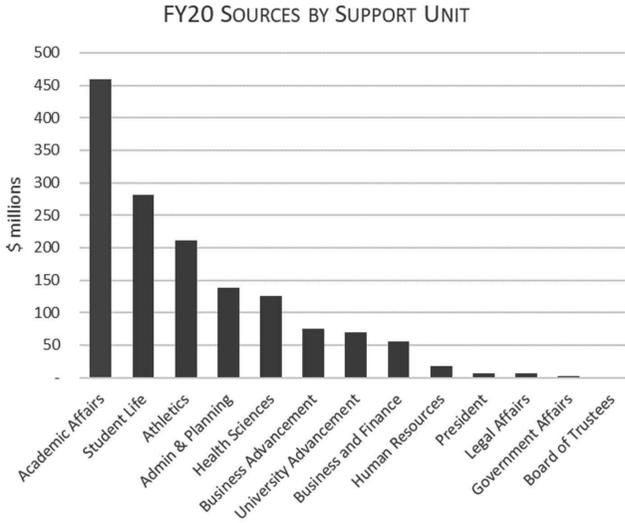


Arts and Sciences is the largest college by sources, followed by the College of Medicine, the College of Engineering, and the College of Food, Agricultural and Environmental Sciences:



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The Office of Academic Affairs and its component units is the largest support unit, followed by Student Life and Athletics:

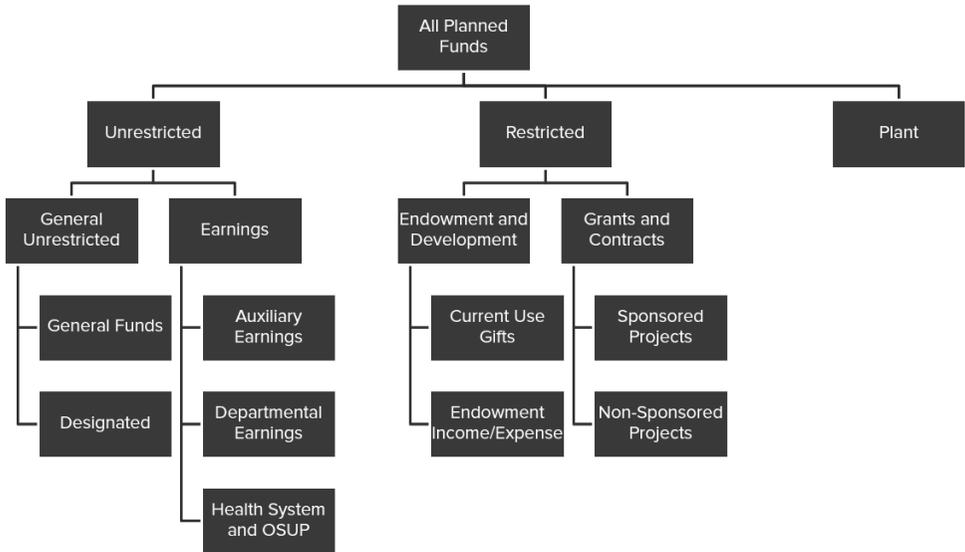


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Operating Plan Funds

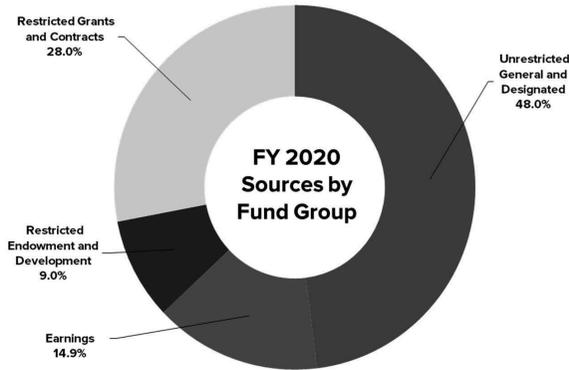
Not only is the university divided into planning units of vastly varying sizes, but each planning unit is also tracked using funds to ensure that fund restrictions are met. For the FY 2020 Financial Plan, the university continues a planning process that encompasses all operating funds of the university. This approach affords a holistic view of all operations of the university in an easily understood format that will enable the university to highlight the evolution of funding sources. This will allow leadership to make informed strategic decisions in a timely manner.

The operating plan is comprised of the following fund groups:



The university’s plan is developed and managed according to the principles of fund accounting. We manage more than 20,000 active expendable funds through a robust accounting system. Not all funds are created alike and many are not fungible. Revenue is segregated into a variety of fund types, the use of which is governed by the restrictions of the specific fund. Some fund types are unrestricted, including general funds and some earnings funds. Others have restrictions derived from the source of the revenue, including current use gifts, endowments, and grants and contracts received from government agencies, foundations, and other outside sponsors. For both planning and spending decision purposes, the source of funding matters: only certain fund groups can be used for all purposes at the university. Roughly 48% of total university operating sources are completely unrestricted general funds. An additional 15% are from earnings sources, in which customers and users may expect revenue to only support specific goods or services, and the remainder (37%) is restricted to the purposes set forth by the donor, contract, or granting agency.

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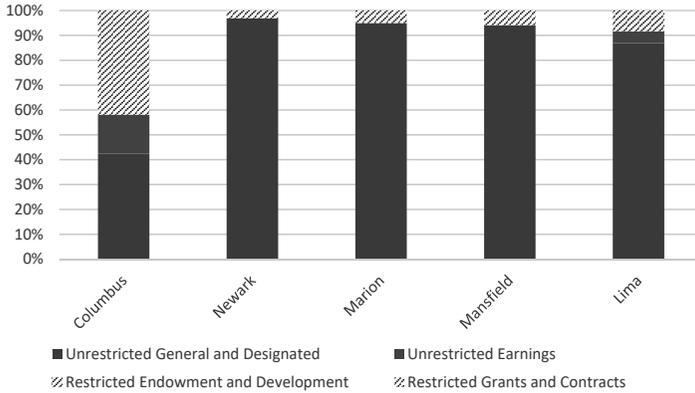
Funding sources and restrictions vary greatly by fund type:

Fund Type	Typical Funding Sources	Restrictions
General Funds	Tuition and student fees, state share of instruction, short term interest income, grant facilities and administrative cost allowances, cost allocations from earnings funds and Health System	None
Designated	Originally from General Funds or unrestricted gifts; internally designated for a specific purpose	Not legally restricted but internally restricted for stated purposes
Auxiliary Earnings	User fees, e.g. housing, dining, athletics ticket revenue	Not legally restricted but Customer/user may expect specific fees to only support specific goods or services
Departmental Earnings	User fees, including internal billings, e.g. instructional clinic revenue, lab services revenue, etc.	Not legally restricted but Customer/user may expect specific fees to only support specific goods or services
Current Use Gifts	Donor gifts without either a requirement to be deposited into an endowment or used for a capital project	Restricted based on donor intent, may be governed by gift agreement
Endowment Income/Expense	Income from investment of donor gifts in the endowment	Restricted based on donor intent as memorialized in fund description
Grants and Contracts	Grant or contract dollars received from external entities; includes specific line item appropriations from the State of Ohio	Restricted based on grant agreement, contract, or line item appropriation description
Plant	Cash sourced from other fund groups and held in reserve, funds raised as a result of private capital gifts or debt issuance, or state capital appropriations	Restriction depends on original source of funds

As units vary in size, units also vary by funding type. The following charts show the differences in funding proportions between General Unrestricted, Earnings, and Restricted funds. Differences in funding sources result in different risk profiles for units. A unit with heavy reliance on general funds will be more sensitive to changes in enrollments, changes in tuition and fees (including restrictions on tuition rates from the State of Ohio), proportion of non-resident students, and changes in subsidy received from the State of Ohio than a more balanced unit. Units with reliance on earnings are more susceptible to market-driven factors, and typically must carry greater equity balances as reserves to maintain facilities and replace capital equipment. Units more reliant on restricted funding may not have flexibility to spend all available equity balances based on the original gift or grant restrictions and are likely more susceptible to changes in the grant funding landscape or the loss of a large donor.

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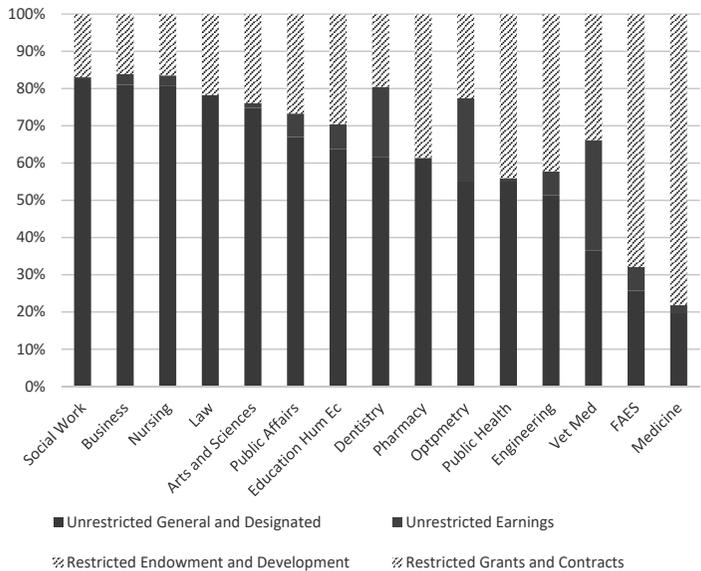
PROPORTION OF SOURCES BY FUND GROUP - BY CAMPUS



The Columbus Campus has more varied funding sources than the regional campuses, which rely primarily on general funds sources – tuition and subsidy.

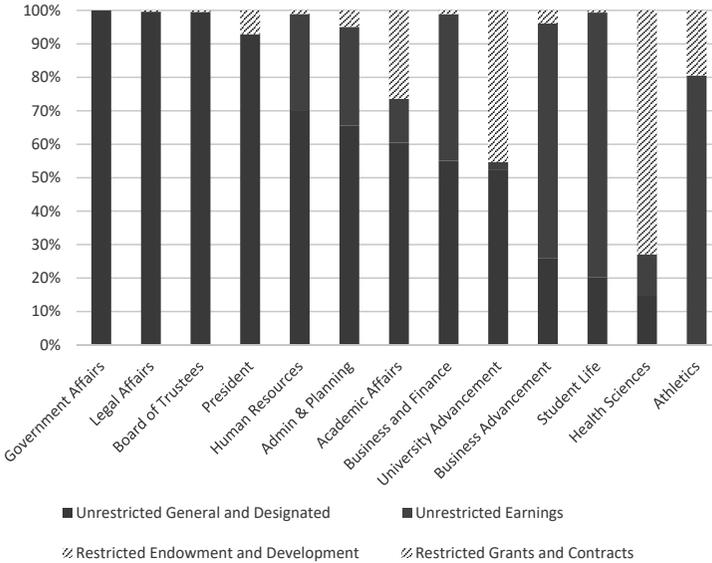
PROPORTION OF SOURCES BY FUND GROUP - BY COLLEGE

Some colleges, like Nursing, Social Work, and Law are highly dependent on general funds sources – tuition and subsidy. Others, such as Dentistry, Optometry, and Veterinary Medicine bring in significant earnings revenue through their instructional clinics. Still others, like Food Agricultural and Environmental Sciences (FAES) and the College of Medicine are primarily operated with restricted funding.



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PROPORTION OF SOURCES BY FUND GROUP - BY SUPPORT UNIT



Support Units also demonstrate a wide variety of funding dependencies, from units that are completely reliant on general funds – Government Affairs and Legal Affairs – to units that heavily utilize earnings funds – such as Student Life and Athletics.

Units use a variety of techniques to prepare their plans. General funds plans are based on fixed uses (such as tenured faculty salaries) and historical patterns coupled with preliminary estimates of tuition and subsidy allocations provided by Financial Planning and Analysis. Earnings units typically plan based on their business plans, approved fees, and projected use of their products and services. Grants and contracts revenue and current use gifts are projected based on historical patterns and anticipated gifts and grants that may be received.

The Ohio State University Health System and Ohio State University Physicians, Inc. prepare their plans based on projected activity and associated costs. External factors, such as government regulations and reimbursement rates, as well as contractual agreements with health care payers also play an integral part in developing the health system’s plan.

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General Funds Allocations

Although emphasis was placed on including all university funds in the FY 2020 planning process, general funds continue to remain a significant component of the plan. General funds can generally be used for any university purpose whereas restricted funds are more specifically targeted. These funds play a major role in both the plan and operations of the university, as they cover many expenses in the colleges and support units for which it is difficult to raise money. The main sources of general funds are tuition and other student fees, state support of instruction, indirect cost recovery, and overhead charged to earnings units.

For general funds, the Columbus campus uses an allocation model that is comprised of two components: a modified Responsibility Center Management (RCM) model and the strategic investment of central funds. This structure allows for decentralized decision-making and control of financial resources at the colleges and support units while still retaining central funds for holistic strategic investment purposes. The modified RCM allocation model assigns substantial control over resource decisions to individual colleges and support units. The underlying premise of the university's decentralized budget model is entrusting academic and support unit leaders with significant control over financial resources, leading to more informed decision-making and better outcomes for the university as a whole. Through this decentralized model, colleges in particular are incentivized to increase resources by teaching more credit hours and increasing research activity.

Allocation of Funds

Each college and support unit receives a portion of general funds in support of both academic and administrative functions. The process for allocating the funds is administered through the Office of Financial Planning & Analysis under the guidance of the Chief Financial Officer and Provost. General funds are allocated to colleges and support units on a marginal basis under an established set of criteria. In other words, increases (or decreases) in the pool of general funds available each budget year are allocated back to colleges and support units as increases (or decreases) to their base general funds budgets. While the allocation is on a marginal basis, the change is calculated based on total revenues.

Revenue is allocated to colleges based on three primary funding formulas. The first funding formula for colleges utilizes a model to distribute undergraduate marginal tuition and state support. Sixty percent of the funding is allocated based on total credit hours taught, while forty percent is allocated based on the cost of instruction. This allocation method takes into account the fact that some courses have a higher cost for delivery and are allocated a greater share of the funding. The other two primary funding formulas allocate graduate tuition and state support based on a two-year average of credit hours in fee-paying categories (tuition) and type of course taught based on cost of instruction (state support). As a college teaches more of the share of total credit hours, it receives a proportionally larger share of the incremental funding. Conversely, if a college's share of the hours taught declines, the college's allotted share of incremental funding will correspondingly decline proportionally. The two-year average credit hour driver acts as a smoothing mechanism in times of unforeseen volatility. Colleges will receive their share of marginal revenue on indirect research cost recovery, based upon the college's share of research revenue. Fee revenue from differential, learning technology, course and program fees are provided directly to colleges.

Support units are funded through a combination of central tax, specific activity-based assessments, and an overhead rate charged to auxiliary and earnings units. The central tax, assessments and overhead charges are designed to provide the funds necessary to maintain support services such as payroll services, central human resource services, and academic support services. Support units are generally ineligible for marginal revenue

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changes because the funding formulas rely on credit hours taught; instead, support units must request additional funding during the annual planning process to support new services or mandates. For FY 2020, the following requests were approved:

Unit	Request Description	Continuing Funds	One Time Cash
University Libraries	Materials Inflationary Increase	1,290,000	935,500
Office of Research	Research Integrity Program	-	510,000
	Research Legal Services Support	170,000	-
	Research Administrative Services Support	-	510,000
Wexner Center for the Arts	Mershon Stage Drape Replacement	-	55,000
Office of Compliance	Office Rent	-	213,276
	Additional Staffing	173,160	-
Administration and Planning	Public Safety	110,000	40,000
	Access Control	358,200	-
Office of the Chief Information Officer	Enterprise Security	-	1,000,800
	Managed IT Services	-	905,760
	Cloud Infrastructure	-	730,240
Total Funded		2,101,360	4,900,576

Allocations of expense are also made through the general funds allocation model. Both colleges and support units receive a net allocation that takes into account both marginal revenue and marginal expenses. Current expense assessments include:

Assessment	Allocation Basis	Notes
Plant Operation and Maintenance	Assigned square footage	The square footage is multiplied by a flat rate per square foot for four types of costs: utilities, custodial service, maintenance, and deferred maintenance
Student Services	Credit hours	<ul style="list-style-type: none"> Cost Pool 1 (Undergraduate): 90% of this cost pool is Undergraduate Financial Aid. Also includes operating budgets for Financial Aid and First Year Experience. Expense is allocated by average undergraduate credit hours. Cost Pool 2 (Graduate): 83% of this cost pool is Non-Resident Fee Authorizations and Graduate Fellowships. This is the largest student services cost pool and includes operating budget of the Graduate School. Expense is allocated by average graduate credit hours. Cost Pool 3 (All Students): This is the smallest student services cost pool and includes portions of operating budgets for Student Affairs, Academic Affairs, and new Library Acquisitions. Expense is allocated by an average of ALL credit hours.
Research	Modified Total Direct Costs	Research cost allocation covers the budgets of units that support sponsored research
Distance Education	Distance Education credit hours	Funds operations of Office of Distance Education and eLearning
Central Tax	% of marginal tuition and subsidy revenue	Funds support units such as the President's Office, OAA, Controller, Public Safety, etc. as well as promotion and tenure and strategic investments

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Auxiliaries and earnings units are expected to operate at a break even or better margin and generally do not receive general fund support. One exception is the Office of Student Life, which does receive general fund support via special Student Activity, Ohio Union and Recreational Facility fees that were enacted to specifically advance the student experience.

Regional campuses develop their own individual campus plans primarily based on the student tuition and fees received from the regional campus students, the State Share of Instruction they expect to collect, and costs directly incurred to operate those campuses.

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Chapter 3 | FY 2020 Financial Plan

The FY 2020 Financial Plan is displayed in a modified cash flow presentation that includes operating sources and uses. The purpose of this presentation is to provide a more complete understanding of the University's funding and margins generated by operations. A full walk between this presentation and an external GASB presentation can be found in Appendix A. Capital sources and uses will be discussed in Chapter 8.

Consolidated

Total Sources (\$ thousands)	FY18 Actuals	FY19 Forecast	FY20 Plan	FY19-FY20 \$ Diff	FY19-FY20 % Diff
Tuition & Fees (gross)	1,135,298	1,184,703	1,219,544	34,842	2.9%
State Share of Instruction	383,860	383,217	383,217	-	0.0%
Other Operating Appropriations	91,733	89,913	89,913	-	0.0%
Exchange Grants & Contracts	757,037	739,837	763,411	23,574	3.2%
Non-Exchange Grants & Contracts	81,268	85,734	89,301	3,566	4.2%
Sales & Services - Auxiliaries	362,966	388,038	376,775	(11,263)	-2.9%
Sales & Services - Departmental	161,964	163,459	167,085	3,627	2.2%
Sales & Services - Health System	2,996,897	3,219,203	3,350,685	131,482	4.1%
Sales & Services - OSU Physicians	439,733	453,154	505,265	52,111	11.5%
Current Use Gifts	168,209	174,800	212,700	37,900	21.7%
Endowment Distributions	201,965	217,765	228,441	10,676	4.9%
Interest Income	43,734	77,174	67,340	(9,834)	-12.7%
Other Revenues	31,328	38,121	39,886	1,764	4.6%
Total Sources	6,855,992	7,215,117	7,493,563	278,446	3.9%
Total Uses (\$ thousands)	FY18 Actuals	FY19 Forecast	FY20 Plan	FY19-FY20 \$ Diff	FY19-FY20 % Diff
Total Personnel Expense	3,544,041	3,845,554	4,072,129	226,575	5.9%
Fee Authorizations	111,056	118,274	120,772	2,498	2.1%
Student Aid	382,802	410,281	428,919	18,637	4.5%
Supplies, Services & Other	2,021,099	2,214,506	2,269,704	55,198	2.5%
Interest Expense	117,380	122,717	123,472	755	0.6%
Total Non-Personnel Expense	2,632,337	2,865,780	2,942,867	77,088	2.7%
Total Uses	6,176,379	6,711,334	7,014,996	303,662	4.5%
Sources Less Uses, Operating	679,613	503,783	478,566	(25,217)	-5.0%

FY 2020 FINANCIAL PLAN

University [excluding Health System and OSUP]

Total Sources (\$ thousands)	FY18 Actuals	FY19 Forecast	FY20 Plan	FY19-FY20 \$ Diff	FY19-FY20 % Diff
External Sources					
Tuition & Fees (gross)	1,135,298	1,184,703	1,219,544	34,842	2.9%
State Share of Instruction	383,860	383,217	383,217	-	0.0%
Other Operating Appropriations	91,733	89,913	89,913	-	0.0%
Exchange Grants & Contracts	757,037	739,837	763,411	23,574	3.2%
Non-Exchange Grants & Contracts	81,268	85,734	89,301	3,566	4.2%
Sales & Services - Auxiliaries	362,966	388,038	376,775	(11,263)	-2.9%
Sales & Services - Departmental	161,964	163,459	167,085	3,627	2.2%
Current Use Gifts	168,209	174,800	212,700	37,900	21.7%
Endowment Distributions	201,965	217,765	228,441	10,676	4.9%
Interest Income	43,734	77,174	67,340	(9,834)	-12.7%
Other Revenues	31,328	38,121	39,886	1,764	4.6%
Total External Sources	3,419,362	3,542,760	3,637,613	94,853	2.7%
Internal Sources					
Net Transfers from OSU Health System	267,681	237,394	268,882	31,488	13.3%
Total Internal Sources	267,681	237,394	268,882	31,488	13.3%
Total Sources	3,687,043	3,780,154	3,906,495	126,341	3.3%
Total Uses (\$ thousands)					
Personnel Expense					
Salaries	1,450,567	1,551,137	1,634,478	83,341	5.4%
Benefits	330,364	409,879	430,275	20,396	5.0%
Total Personnel Expense	1,780,931	1,961,016	2,064,753	103,737	5.3%
Non-Personnel Expense					
Fee Authorizations	111,056	118,274	120,772	2,498	2.1%
Student Aid	382,802	410,281	428,919	18,637	4.5%
Supplies, Services & Other	938,917	1,022,947	1,008,631	(14,317)	-1.4%
Interest Expense	77,916	86,925	91,202	4,277	4.9%
Total Non-Personnel Expense	1,510,692	1,638,429	1,649,524	11,095	0.7%
Total Uses	3,291,623	3,599,445	3,714,277	114,832	3.2%
Sources Less Uses, Operating	395,420	180,709	192,218	11,509	6.4%

FY 2020 FINANCIAL PLAN

University by Fund Group [FY20 Plan]

As explained in Chapter 2, not all funding is fungible at the university. The following gives a breakout by fund group indicating level of restriction of dollars:

Total Sources (\$ thousands)	Unrestricted [General and Designated]	Earnings	Restricted Endowment and Development	Restricted Grants and Contracts	Plant	Total University
External Sources						
Tuition & Fees (gross)	1,219,544	-	-	-	-	1,219,544
State Share of Instruction	383,217	-	-	-	-	383,217
Other Operating Appropriations	-	-	-	89,913	-	89,913
Exchange Grants & Contracts	117,000	-	-	646,411	-	763,411
Non-Exchange Grants & Contracts	-	-	-	89,301	-	89,301
Sales & Services - Auxiliaries	-	376,775	-	-	-	376,775
Sales & Services - Departmental	-	167,085	-	-	-	167,085
Current Use Gifts	-	-	212,700	-	-	212,700
Endowment Distributions	88,882	-	139,559	-	-	228,441
Interest Income	67,340	-	-	-	-	67,340
Other Revenues	-	39,886	-	-	-	39,886
Total External Sources	1,875,983	583,746	352,259	825,625	-	3,637,613
Internal Sources						
Net Transfers from Health System	-	-	-	268,882	-	268,882
Total Internal Sources	-	-	-	268,882	-	268,882
Total Sources	1,875,983	583,746	352,259	1,094,507	-	3,906,495
Total Sources						
External Sources						
Internal Sources						
Total Sources						
Total Uses (\$ thousands)	Unrestricted [General and Designated]	Earnings	Restricted Endowment and Development	Restricted Grants and Contracts	Plant	Total University
Salaries	903,060	240,221	54,228	436,969	-	1,634,478
Benefits	238,918	63,762	14,894	112,701	-	430,275
Total Personnel Expense	1,141,978	303,983	69,122	549,670	-	2,064,753
Fee Authorizations	103,979	784	1,399	12,210	2,400	120,772
Student Aid	268,187	29,063	40,052	91,616	-	428,919
Supplies, Services & Other	356,117	184,042	62,414	406,057	-	1,008,631
Interest Expense	-	-	-	-	91,202	91,202
Total Non-Personnel Expense	728,283	213,890	103,865	509,884	93,602	1,649,524
Total Uses	1,870,261	517,872	172,988	1,059,554	93,602	3,714,277
Sources Less Uses, Operating	5,722	65,874	179,271	34,953	(93,602)	192,218

Unrestricted [General and Designated] funds generate a modest margin of \$5.7 million which is mainly used for operating reserves and strategic investments. Earnings funds generate a margin of \$65.9 million; these funds are directed toward capital and debt service reserves. Restricted Endowment and Development funds generate a margin of \$179.3 million mainly due to timing differences between gift receipt and spend. Restricted grants and contracts generate a margin of \$35.0 million due to timing of reimbursements on research projects.

FY 2020 FINANCIAL PLAN

Chapter 4 | University Operating Plan | Sources

Tuition and Fees

Gross tuition and fees are expected to increase by \$34.8 million, or 2.9%, from FY 2019 forecast to \$1.2 billion. The increase is due to increases to non-resident surcharges for FY 2020, differential fee increases, the continuing implementation of the Ohio State Tuition Guarantee for incoming first-year students, and headcount increases overall. Instructional and mandatory fees will not increase in FY 2020 for continuing and transfer undergraduate students as well as graduate students. However, differential fees for some tagged masters and professional programs include increases in those fees.

The university is committed to access, affordability and excellence. In areas where tuition and fee increases are planned, the proceeds are used to cover inflation and to invest in excellence within the core academic mission. Tuition and fees provide approximately 78% of general funds revenue available to fund the core academic mission. The remaining 22% is largely provided through the State of Ohio instructional subsidy (SSI). Ohio State remains one of the most affordable options in Ohio and among its Big Ten peers.

The increased revenue in academic fees for undergraduates at the Columbus campus can be explained by three distinct drivers: price (relating to rates charged), volume (total size of enrollments), and mix (proportion of resident/non-resident student populations) as detailed below. The remainder of the increase is related to increased revenue in graduate and professional programs and undergraduates at regional campuses.

- **Volume:** up \$5.3 million due to a larger class of new first year students replacing smaller classes graduating
- **Price:** up \$18.1 million due to a combination of a new cohort of tuition guarantee and its associated increases and increases in non-resident surcharges
- **Mix:** up \$4.8 million due to a higher proportion of non-resident students in the new first year class and overall enrollment compared to FY 2019

\$ thousands	FY19 Forecast	FY20 Plan	\$ Difference	% Difference
Instructional Fees	730,078	745,251	15,173	2.1%
Non-Resident Fees	334,563	354,181	19,617	5.9%
General Fees	23,963	23,859	(104)	-0.4%
International Surcharge	9,739	10,987	1,248	12.8%
Program and Tech Fees	42,626	43,237	612	1.4%
Other Student Fees	16,510	15,290	(1,220)	-7.4%
Total Academic Fees	1,157,480	1,192,805	35,325	3.1%
Student Activity Fees	4,635	4,659	24	0.5%
Recreational Fees	14,213	13,722	(491)	-3.5%
Ohio Union Fees	8,375	8,358	(17)	-0.2%
Total Student Life Fees	27,223	26,739	(484)	-1.8%
Total Tuition & Fees (gross)	1,184,703	1,219,544	34,842	2.9%

FY 2020 FINANCIAL PLAN

Volume Driver: Enrollment

The university is executing against an enrollment plan, which was implemented beginning in FY 2017 to increase the quality and diversity of the student body. Enrollment is expected to increase slightly compared with FY 2019 levels.

Regional campuses account for 10% of the university's enrollment. Enrollments at Lima and Mansfield have declined significantly over the past decade as a result of demographic changes and declining numbers of high school graduates outside of Ohio's largest cities. Enrollments at Marion and Newark have increased as a result of population growth in Franklin County and its surrounding communities. Each campus is engaged in efforts to improve student retention and success by enhancing students' academic experiences and elevating the quality of campus life. The regional campuses are working with the Office of University Marketing to incorporate regional marketing strategies into the university's overall strategy and provide increased visibility, greater resources, and an improved internet presence.

Headcounts	2016	2017	2018	2019	2020	1 YR Chg	1 YR % Chg	5 YR % Chg
Columbus	58,663	59,482	59,837	60,537	60,862	325	0.5%	3.7%
Lima	1,010	1,039	1,018	908	908	0	0.0%	-10.1%
Mansfield	1,199	1,128	1,061	1,042	1,042	0	0.0%	-13.1%
Marion	1,085	1,139	1,198	1,188	1,215	27	2.3%	12.0%
Newark	2,476	2,536	2,623	2,772	2,772	0	0.0%	12.0%
ATI	751	722	707	650	664	14	2.2%	-11.6%
Grand Total	65,184	66,046	66,444	67,097	67,463	366	0.5%	3.5%

Price Driver: Fees

See Appendix B for a listing of student fees.

Instructional, General & Student Life Fees

We continue to focus on affordability. The Ohio State Tuition Guarantee was established in FY 2018 to provide predictability and transparency for Ohio resident students and their families by locking in a set price for tuition, mandatory fees, housing and dining for four years. Increases for entering cohorts will allow the university to continually invest in quality while addressing the inflationary cost increases that affect the rest of the economy. Ohio State ranks third among U.S. flagship universities for controlling resident tuition increases over the decade leading up to 2018-2019, according to the *Chronicle of Higher Education*.

Undergraduate tuition (instruction and general fees) will increase 3.5% or \$358 for new first-year students (2019-20 cohort) compared with the 2018-19 tuition guarantee cohort. Continuing undergraduate students who are part of the 2017-18 and 2018-19 tuition guarantee cohorts and students who began prior to the creation of the guarantee will not see an increase.

Master's and PhD base instructional fees will not increase in FY 2020. Some graduate and professional programs charge a differential instructional fee based principally on market demand and pricing. Revenue generated from these additional fees directly support the graduate or professional program that is charging the student. Ten programs are implementing increases or new differential instructional fees:

FY 2020 FINANCIAL PLAN

- Seven colleges are increasing differential fees, ranging between 2.0% and 4.0%: Business, Dentistry, Law, Nursing, Optometry, Pharmacy, and Veterinary Medicine
- Two colleges implemented new differentials for existing programs: Law and Nursing
- Fisher College of Business implemented a differential fee for a new certificate program

Non-Resident & International Surcharges

The non-resident surcharge will increase 4.8% or \$961 for undergraduate and graduate programs at each campus. Six colleges offering professional student programs have implemented a different rate change:

- Four colleges are holding the non-resident surcharge flat: Business, Law, Nursing, and Optometry
- Two colleges implemented lower than standard increases: Dentistry (3.0%) and Veterinary Medicine (2.5%)

Increases in non-resident fees are expected to generate \$19.6 million, and an overall increase in non-resident enrollment is expected to generate \$10.1 million.

The undergraduate international surcharge will be held flat for FY 2020, but since we are expecting the graduating class of undergraduate international students to be smaller than the new first year and transfer class, we are anticipating an increase of \$1.2 million in sources from the international surcharge.

Program & Technology Fees

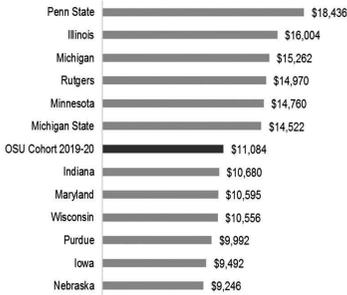
Several colleges and academic programs have additional fees to support specific initiatives. Program fees are designed to provide financial support for specific academic and student programs, technology fees support learning technology, course fees provide classroom supplies and distance education fees support distance education technology. In accordance with the Ohio Revised Code, these types of fees will be frozen for undergraduate students for FY 2020. These fees are listed in Appendix B.

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Peer Comparison of Fees

Note: Charts below compare tuition guarantee cohort entering Autumn 2019 with peers' published FY 2019 rates. Peer rates sourced from the Association of American Universities' Data Exchange.

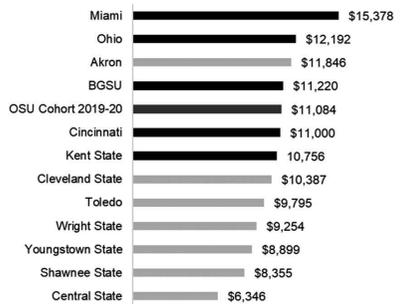
Big Ten: FY19 resident tuition and fees



In the Big Ten, Ohio State is near the median and is more affordable than six of 13 Big Ten public universities.

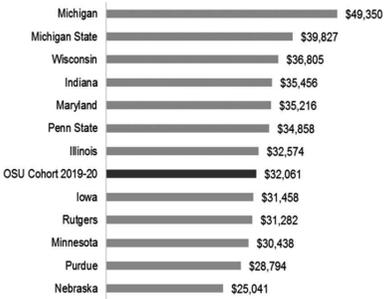
Among Ohio's six public four-year universities with selective admissions, Ohio State ranks highest in academic reputation and is the third most affordable rate for resident tuition and fees – even including the most expensive tuition guarantee cohort. Every Ohio university will have a tuition guarantee for FY 2020.

Ohio - FY19 resident tuition and fees



FY 2020 FINANCIAL PLAN

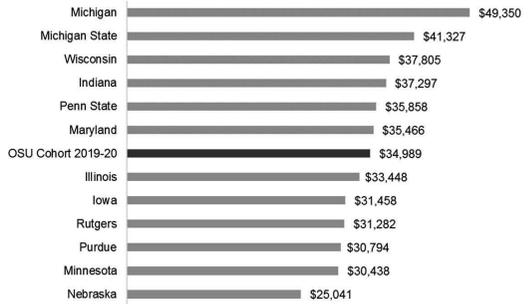
Big Ten: FY19 non-resident tuition and fees



Ohio State is more affordable than seven of 13 public Big Ten schools for undergraduate non-resident tuition and fees.

Ohio State is the seventh most affordable among the Big Ten public schools for undergraduate international student tuition and fees.

Big Ten: FY19 international tuition and fees



FY 2020 FINANCIAL PLAN

Government Appropriations

The university receives funding from the State of Ohio, federal government and local governments to support various aspects of the university’s operations. The largest category received is the State Share of Instruction (SSI), which accounts for approximately 81% of state funding.

\$ thousands	FY19 Forecast	FY20 Plan	\$ Difference	% Difference
State Share of Instruction	383,217	383,217	-	0.0%
State Appropriations Operating	89,913	89,913	-	0.0%
Total Government Appropriations	473,129	473,129	-	0.0%

State Share of Instruction

The SSI allocation is the State of Ohio’s primary funding support for higher education. The allocation between public colleges and universities in Ohio is based on their share of enrollment and degree completions, indexed for financially and academically at risk resident undergraduate students, medical and doctoral subsidy as well as other criteria intended to advance the goals of the state. In FY 2020, the state is increasing the total SSI funding pool by 2.01%; however, the university is conservatively projecting flat funding from SSI. The Columbus campus receives 94% of the total SSI allocation received by the university, or \$359.4 million.

State Appropriations | Operating

In addition to SSI funding, the university also receives funding directed for specific purposes through state line item appropriations. Total appropriations for FY 2020 are estimated at \$89.9 million. Major line items are similar to FY 2019, including support for the Ohio Agricultural Research and Development Center (OARDC/\$36.4 million), OSU Extension (\$24.1 million) and OH-Tech (\$13.5 million). These programs comprise 74% of the total state line item appropriations received by the university.

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Grants and Contracts

Grants and Contracts revenue is administered in two ways: recorded by individual units in segregated grants and contracts funds, or as sponsored projects administered by the Office of Sponsored Programs. For FY 2020, revenue from grants and contracts (including non-exchange grants) is expected to be \$852.7 million, which is up 3.3% from the FY 2019 forecast.

\$ thousands	FY19	FY20	\$ Difference	% Difference
	Forecast	Plan		
Federal Grants and Contracts	436,636	459,855	23,219	5.3%
Private Grants and Contracts	209,357	215,293	5,937	2.8%
State Grants and Contracts	72,727	67,294	(5,433)	-7.5%
Local Grants and Contracts	21,117	20,969	(148)	-0.7%
Total Exchange Grants & Contracts	739,837	763,411	23,574	3.2%
Federal Grants and Contracts Non-Exchange	63,891	65,158	1,266	2.0%
State Grants and Contracts Non-Exchange	11,247	13,547	2,300	20.5%
Federal Build America Bonds Subsidy	10,597	10,597	-	0.0%
Total Non-Exchange Grants & Contracts	85,734	89,301	3,566	4.2%
Total Grants & Contracts	825,571	852,712	27,141	3.3%

Of the \$852.7 million, \$571 million is administered by the Office of Sponsored Programs, \$192.4 million is administered directly by colleges and support units, \$78.7 million is administered by Enrollment Services for student financial aid programs, and \$10.6 million is received as federal subsidy for Build America Bond interest. Projects administered by the Office of Sponsored Programs typically have more stringent process and documentation requirements than projects that are directly administered through the colleges and support units. \$22 million of the increase in grants and contracts is attributable to the HEALing Communities Study for opioid research.

Sponsored Research Programs

The university secures funding for sponsored research programs from a variety of external sources. External grants are awarded by federal, state and local agencies along with private foundations and corporate sponsors. Total direct revenue for sponsored research programs administered by the Office of Sponsored Programs is expected to increase from \$541 million in FY 2019 to approximately \$571 million in FY 2020.

The sponsored research revenues include facilities and administrative (F&A) cost recoveries, which are projected to be \$122 million, a 4% increase over final estimated FY 2019 recovery of \$117 million. F&A costs are recovered from most sponsored programs to offset the cost of maintaining the physical and administrative infrastructure that supports the research enterprise at the university. It is important to note that direct and indirect cost expenditures do not necessarily align when comparing expected revenue streams, and this occurs for two reasons. First, certain direct cost expenditures do not recover F&A. Second, not all sponsors allow the university to recover F&A at the university's fully negotiated rate. The full negotiated F&A rate for FY 2019 is 56% and it will remain at this rate through FY 2020. These rates are an increase from the FY 2018 rate, which was 55%.

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College/Support Unit Administered Grants and Contracts

FY 2020 revenue for exchange grants and contracts administered directly by individual colleges and support units is expected to decrease 5.5% to \$192.4 million. Approximately half of these grants and contracts are state grants and contracts, a quarter are private, and the remainder are federal and local grants and contracts.

Student Financial Aid Funding

Some grants and contracts revenue is considered a non-exchange item and appears in the non-operating section of the external income statement as Non-Exchange Grants. These items include \$78.7 million of grants administered by Student Financial Aid sourced from federal funding for Pell Grants and Supplemental Educational Opportunity Grants (SEOG) and state funding for Ohio College Opportunity Grants (OCOG). In total, funding levels for these items are expected to increase by \$3.6 million from forecasted FY 2019 to budgeted FY 2020, due primarily to increases to maximum Pell Grant awards from \$6,095 to \$6,195 per year for each eligible student and an increase in state funding for OCOG awards.

Sales and Services

\$ thousands	FY19 Forecast	FY20 Plan	\$ Difference	% Difference
Sales and Services Auxiliaries	388,038	376,775	(11,263)	-2.9%
Sales and Services Departmental	163,459	167,085	3,627	2.2%
Total Sales and Services	551,497	543,861	(7,636)	-1.4%

Sales and Services of Auxiliary Enterprises

Student Life, Athletics, and Business Advancement comprise the majority of sales and services of auxiliary enterprises. Revenue from sales and services of auxiliary enterprises before scholarship allowances is expected to decrease \$11.3 million or -2.9% in FY 2020 over forecasted FY 2019. The decrease is driven by decreases in revenues from Athletics and Business Advancement, the unit responsible for managing the Schottenstein Center and stadium concerts. For Athletics, revenue is decreasing due to less game guarantee revenue expected in FY 2020 and conservative estimates for NCAA distributions. Business Advancement is projecting that concert and event ticket revenue will decrease by \$10.6 million due to fewer stadium concerts in FY 2020. These decreases are partially offset by increases in Student Life, which is expecting a \$2 million increase due to the 2.2% increase in the housing and dining rates for new first year students under the tuition guarantee.

Sales and Services of Educational Departments

Revenue sources in educational departments consist largely of clinical operations in colleges such as Dentistry, Optometry and Veterinary Medicine and non-college departments such as Recreational Sports and Student Health Services. Sales and Services are expected to increase 2.2% in FY 2020 to cover inflationary expense increases.

FY 2020 FINANCIAL PLAN

Advancement, Investments, and Interest Income

\$ thousands	FY19 Forecast	FY20 Plan	\$ Difference	% Difference
Current Use Gifts	174,800	212,700	37,900	21.7%
Endowment Distributions	217,765	228,441	10,676	4.9%
Total Advancement Sources	392,565	441,141	48,576	12.4%

Total Advancement Receipts

Gifts from alumni, friends, grateful patients, and the rest of Buckeye Nation continue to be directed to our students, our faculty, our campuses, and our potential. In FY 2020, the university’s goal for “New Fundraising Activity” is \$575 million, including gifts, pledges and certain private contracts. Advancement fully expects to deliver results in line with expectations. Dollars are being raised by engaging a variety of constituents, including students, faculty, staff, alumni, friends, corporate partners and private foundations.

In order to display an operating financial plan we are presenting only the cash sources that can be used immediately against operating expenses. These include current use gifts and endowment distributions.

Current Use Gifts and Endowment Distributions

In the FY 2020 Financial Plan current use gifts are projected to increase \$37.9 million or 21.7% over the FY 2019 forecast. This increase is driven by increases in overall fundraising goals.

Endowment distributions are the spendable portion of annual distributions from the Long Term Investment Pool (LTIP), which totals \$5.4 billion as of FY 2019 and includes gifted endowment funds of \$2.1 billion, designated funds of \$2.0 billion and operating funds of \$1.3 billion that have been invested for long-term stability. Through a partnership with external managers, the Office of Investments has adopted an asset allocation model for the LTIP that groups assets into three broad categories. This model enables the investment team to build a portfolio of specialized investment teams around the world to implement our strategic allocation and to be responsive to changing market conditions.

The LTIP is expected to gain \$514 million before fees at an 8.0% return in FY 2020 and is projected to have an ending market value of \$5.8 billion at the end of FY 2020. For the operating budget, these gains translate to spendable endowment distributions of \$228.4 million for FY 2020.

Interest Income

Investment income on cash, short and intermediate term investments is budgeted at \$67.3 million for FY 2020. This projection reflects a potential reduction in short term rates due to economic conditions and strategic use of university cash to fund capital investments. See Chapter 8 for further discussion of the capital investment plan.

FY 2020 FINANCIAL PLAN

Chapter 5 | University Operating Plan | Uses

Salaries and Benefits

\$ thousands	FY19 Forecast	FY20 Plan	\$ Difference	% Difference
Faculty	551,895	594,452	42,557	7.7%
Staff	803,879	847,917	44,037	5.5%
Students	143,921	145,868	1,947	1.4%
Additional Pay	51,442	46,241	(5,201)	-10.1%
Total Salaries	1,551,137	1,634,478	83,341	5.4%
Benefits	409,879	430,275	20,396	5.0%
Total Personnel	1,961,016	2,064,753	103,737	5.3%

Salaries

Salary expense is expected to increase by \$83.3 million or 5.4% over forecasted FY 2019. The plan for FY 2020 includes faculty and staff salary guideline increases of up to 2.5%. Consistent with prior years, the approved salary guidelines take into consideration the financial condition of the university as well as the current labor market. The university continues to employ a strategy to set faculty salaries at a level that will maintain or advance Ohio State's position nationally for the highest quality faculty, and to set staff salaries to be competitive with the local employment markets.

Salary guideline increases of 2.5% represent \$29.5 million of the total increase of \$83.3 million. The remainder of the increase (\$53.9 million) in the FY 2020 budget is due to net new hires in several areas due to strategic investments in faculty and staff, including the impact of key leadership changes. Increases due to net new hires are divided between Faculty (\$30.0 million increase) and Staff (\$27.1 million increase), offset by a decrease in additional pay¹ of \$5.2 million.

Personnel Type	Salary Guidelines Increase	Net New Hires/ Incremental Change	Incremental Change Comments
Faculty	\$12.6 million	\$30.0 million	<p>Notable increases:</p> <ul style="list-style-type: none"> ▪ \$19.5 million College of Medicine and Health Sciences New clinical positions to support growth of Health System and increased research ▪ \$2.1 million Newark Campus Faculty hires in support of campus growth and filling open positions ▪ \$1.5 million College of Nursing Faculty hires for new online masters and PhD program ▪ \$1.4 million College of Pharmacy Faculty hires in support of new strategic plan to improve teaching and invest in research

¹ Additional pay is comprised of non-salary compensation and supplemental pay for both faculty and staff.

FY 2020 FINANCIAL PLAN

			<ul style="list-style-type: none"> ▪ \$1.3 million Fisher College of Business Faculty hires in support of new strategic plan to improve program quality <p>Notable Decreases:</p> <ul style="list-style-type: none"> ▪ \$680,000 Moritz College of Law ▪ \$518,000 Marion Campus ▪ \$491,000 Arts and Sciences
Staff	\$16.9 million	\$27.1 million	<p>Notable increases:</p> <ul style="list-style-type: none"> ▪ \$10.9 million College of Medicine and Health Sciences New clinical and clinical support positions to support growth of Health System and increased research ▪ \$3.6 million Administration and Planning New union contract for maintenance and custodial employees and filling of open positions in tight labor market ▪ \$3.6 million Business and Finance Filling open positions and adding some new positions in support of strategic investments in Corporate Engagement and Technology Commercialization ▪ \$3.4 million Athletics Market based adjustments ▪ \$3.2 million University Advancement Filling open positions and continuation of staffing to meet fundraising goals

Benefits

Benefit costs consist of several different pools of costs, including retirement plans, medical plans, educational benefits, and life insurance benefits. For the forecast and budget, benefits are estimated based on the composite benefit rate applied to salaries by employee type (e.g., full-time faculty vs. part-time staff vs. students). Actual expenses may be more or less than the amount collected through the rates and vary from year to year. The composite benefit rate setting process takes these yearly variations into account.

Total benefit costs are expected to increase by \$20.4 million or 5.0% over forecasted FY 2019, to \$430.3 million. This increase is primarily driven by the 2.5% salary guideline increase, which directly affects the retirement plan contribution expenses, and net new additional hires. As in FY 2019, benefits rates for FY 2020 have been adjusted to reflect lower employer medical costs and historical over-collection against expenses. Lower employer medical costs are driven by benefits plan changes that reflect recent trends in moving to consumerism. Employer medical costs are also driven by tightened controls over benefits administration and a decrease in inpatient and outpatient utilization from enhanced medical management processes. Benefits include the university's contribution to employee retirement plans, various medical, dental, vision, life and disability plans, employee and dependent tuition plans and university expense related to compulsory plans, such as workers' compensation and unemployment compensation.

Retirement Plans - University employees are covered by one of three retirement systems. The university faculty is covered by the State Teachers Retirement System of Ohio (STRS Ohio). Substantially all other employees are covered by the Public Employees Retirement System of Ohio (OPERS). Employees may opt out of STRS Ohio and OPERS and participate in the Alternative Retirement Plan (ARP) if they meet certain eligibility requirements. Under

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each of the plans, the university contributes 14% of the employee’s pay to the plan annually, while the employees contribute 10%. Vesting varies by plan.

Medical Plan - The university is self-insured for employee health insurance. FY 2020 medical plan costs are budgeted based on historical cost trend data, projected employee eligibility, and expected plan changes associated with governmental regulations and plan design.

Student Financial Aid

\$ thousands	FY19 Forecast	FY20 Plan	\$ Difference	% Difference
Student Aid Institutional	198,311	207,817	9,506	4.8%
Student Aid Departmental	69,581	72,610	3,029	4.4%
Student Aid Endowment and Development	41,305	40,052	(1,253)	-3.0%
Student Aid Athletic	26,216	29,872	3,656	13.9%
Student Aid Federal	63,669	65,069	1,400	2.2%
Student Aid State	11,200	13,500	2,300	20.5%
Total Student Aid	410,281	428,919	18,637	4.5%
Fee Authorizations	118,274	120,772	2,498	2.1%

Financial Aid is a critical investment of resources that keeps the cost of education manageable for students. The Ohio State University engages both the federal and state governments in conversations to stress the importance of financial aid and reasonable loan programs for students.

The financial aid plan seeks to advance two specific goals for the university: to invest in the quality, quantity and diversity of students to continue to advance Ohio State as a leading national flagship public research university; and to invest in students to fulfill our role as the land grant university for the State of Ohio, whereby access to college is afforded to those students with limited resources. The university continues to work to support both goals and continues to develop the appropriate balance in moving the university toward eminence. Fundraising efforts are also underway through various initiatives.

Since FY 2016, the university has increased financial aid to support low- and moderate-income families by more than \$150 million. This exceeds the 2020 Vision goal more than a year ahead of schedule.

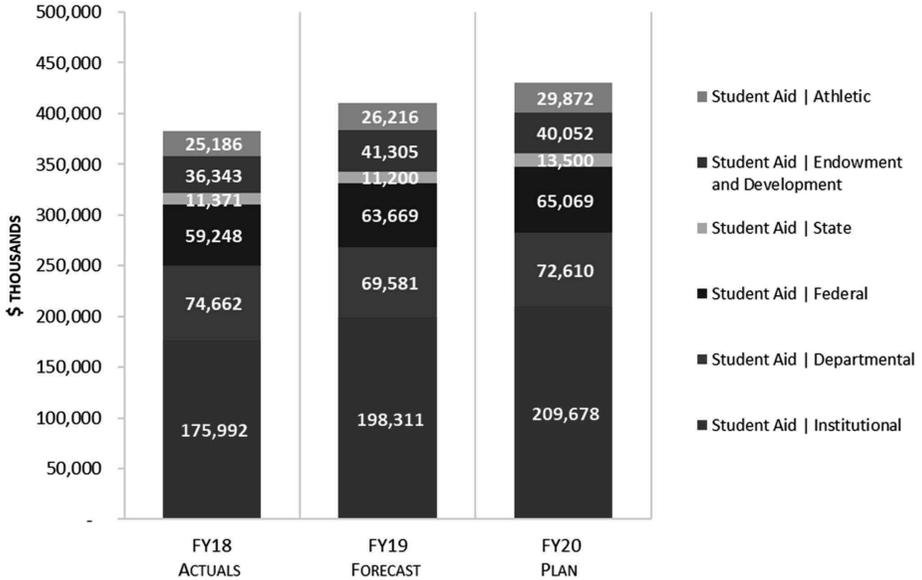
Ohio State expects to distribute a total of \$428.9 million of financial aid, excluding graduate fee authorizations, to students in FY 2020. Sources for financial aid include federal and state programs, gifts and endowments and institutionally funded aid. The university financial statements present a portion of financial aid, in accordance with GASB accounting requirements, as an allowance against gross tuition and, in the case of athletic and room and board scholarships, an allowance against sales and services of auxiliary enterprises.

Institutionally funded financial aid is expected to increase by \$9.5 million, or 4.8%, in FY 2020 to a total of \$207.8 million. Need-based financial aid continues to be a priority as part of the university’s commitment to affordability. The budget for FY 2020 includes a total of \$14.6 million for the Buckeye Opportunity Program, which covers the full cost of tuition for Pell-eligible Ohio students after accounting for existing federal, state and institutional aid. This program is anticipated to be funded by income from an endowment created by the energy concession agreement and will assist 4,200 eligible students in the first year. The Land Grant Opportunity Scholarship program will also be expanded by \$6.8 million to offer full cost of attendance scholarships for up to 176 students.

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The budget devotes \$25 million to the President’s Affordability Grant program, which supports more than 15,000 low- and moderate- income students from Ohio.

Student Aid Trend



Federal financial aid, which consists primarily of Pell Grants and some Supplemental Educational Opportunity Grants (SEOG), is expected to increase by \$1.4 million to \$65.1 million in FY 2020, due to an increase in the maximum Pell Grant award. State financial aid is expected to increase by \$2.3 million in FY 2020 to \$13.5 million. This is driven by a budgeted increase in the state budget for programs such as the Ohio College Opportunity Grant (OCOG). Endowment and Development aid is projected to decrease -3.0% due to uncertainty in the timing of some gifts.

Fee Authorizations

Fee authorizations are provided to students holding graduate student appointments to pay for graduate tuition and fees. Total university fee authorization expense is expected to increase 2.1% to \$120.8 million in FY 2020. This is due to the 4.8% increase attributable to non-resident surcharge increases. Approximately half of graduate student appointments are graduate research associates, 45% are graduate teaching associates, and the remainder are graduate administrative associates.

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Supplies and Services

Supplies & Services expenses are projected to decrease \$14.3 million or -1.4% over projected FY 2019 to \$1 billion. Supplies & Services expenses are comprised of several discrete categories, including Cost of Sales, Supplies, Office Services, Repairs & Maintenance, Utilities, Rentals, Purchased Services, Travel, Other Expense and Non-Capitalized Equipment, all offset by Intra-University Revenue. Most categories are expected to decrease in FY 2020 due to supplies and services being the primary area for targeted operational efficiencies. Programs such as strategic procurement have improved our pricing with external vendors, and targeted efficiencies are fully offsetting any general inflationary increases. Efficiency savings from these areas are typically reinvested in faculty, student aid, and capital investments.

Interest Expense

The proceeds of past debt issuance have been utilized to fund major construction projects including the Wexner Medical Center expansion, student housing construction and refurbishments, as well as significant campus infrastructure improvements. The University's portion of consolidated interest expense is expected to be approximately \$91.2 million in FY 2020; an increase of \$4.3 million over FY 2019 projected levels. This is due to increased interest rates on variable rate debt obligations.

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Chapter 6 | Health System Operating Plan

Health System (\$ thousands)	FY18 Actuals	FY19 Forecast	FY20 Plan	FY19-FY20 \$ Diff	FY19-FY20 % Diff
Total Operating Revenue	2,996,897	3,219,203	3,350,685	131,482	4.1%
Operating Expenses					
Salaries & Benefits	1,358,447	1,447,098	1,512,656	65,558	4.5%
Supplies	324,397	346,455	358,894	12,439	3.6%
Drugs & Pharmaceuticals	306,760	388,461	423,925	35,464	9.1%
Services	301,867	316,474	335,483	19,009	6.0%
Depreciation	154,609	166,936	173,859	6,923	4.1%
Interest	39,165	35,429	31,941	(3,488)	-9.8%
University Overhead	53,440	60,834	61,900	1,066	1.8%
Other	48,727	48,874	50,387	1,513	3.1%
Total Expenses	2,587,412	2,810,561	2,949,045	138,484	4.9%
Gain/Loss from Operations	409,485	408,642	401,640	(7,002)	-1.7%
Medical Center Investments	(150,358)	(150,000)	(155,017)	(5,017)	-3.3%
Investment Income	20,876	13,961	16,439	2,478	17.7%
Excess of Revenue over Expenses	280,002	272,603	263,062	(9,541)	-3.5%

The margin for the OSU Health System is budgeted at \$263.1 million for FY 2020. The operating budget is set at a level to achieve the organizations strategic and long range financial plan goals and provides the necessary margin to invest in clinical programs, capital, provide debt service coverage and build cash reserves. The operating budget for FY 2020 anticipates continued growth in both inpatient and outpatient activities with cancer, heart and other surgical specialties having the most influence. The budget also takes into consideration the impact of healthcare reform and the associated reimbursement impacts. In addition, the budget continues to incorporate payer mix changes resulting from an aging population with shifts to Medicare. Included in the budget is the Health System’s continued investment in Medical Center initiatives (\$155 million). The budget provides a Total Operating Margin percentage of 7.6% and an EBIDA operating margin of 18.1%

Revenue Drivers

Overall revenue is budgeted to increase approximately 4.1% compared with the current year rate of 7.4%. Activity increases account for approximately 2.6% and rates account for 1.5% of FY 2020 growth. Inpatient admission growth is budgeted at 2.7% and driven primarily by heart and cancer strategic growth along with psychiatric admissions from increased bed capacity. Outpatient activity will grow at 4.1% with continued ambulatory growth related to increasing access, imaging services and expanding infusion sites.



The overall payer mix continues to see growth in Medicare and decreases in managed care. Medicaid Expansion continues to keep the uninsured population below historical trends. Overall Medicare rates will increase less than 1%. Managed care plan migration to Medicare due to the aging population is anticipated to increase to 2% in FY 2020. Managed care arrangements are negotiated through the end of 2020 and in some cases into 2021. Quality and risk-based contracts continue to be a focus in ongoing negotiations with payers. The budget anticipates a

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0.5% negative impact to FY 2020 relating to these factors. The payment increases for managed care contracts are on average 3% in rate growth while governmental payer base rates are anticipated to increase less than 1%.

Expense Drivers

Total operating expenses will grow by 4.9% compared to the current year growth of 8.6%. Drug cost is increasing 9.1% with 5% due to inflation and the remaining impact relating to impacts of participation in the 340B drug pricing program and increased cancer drug utilization. Operating expenses, excluding drugs, depreciation and overhead, are budgeted to grow 4.3%, of which 1.7% will be activity driven and 2.6% rate driven. Average salary increases for employees is included in the budget at 2.5%. Benefit rates are expected to decrease from current year. Labor productivity is budgeted to include increased nursing standards. Expense management initiatives will continue to be an emphasis to mitigate reimbursement changes and overall expense inflation.

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Chapter 7 | OSU Physicians Operating Plan

OSU Physicians (\$ thousands)	FY18 Actuals	FY19 Forecast	FY20 Plan	FY19-FY20 \$ Diff	FY19-FY20 % Diff
Total Revenue	439,733	453,154	505,265	52,111	11.5%
Expenses					
Faculty Salaries & Benefits	308,449	336,475	378,864	42,389	12.6%
Non Faculty Salaries & Benefits	96,214	100,965	115,856	14,891	14.7%
Supplies & Pharmaceuticals	20,463	18,924	19,971	1,047	5.5%
Services	79,968	72,371	72,414	43	0.1%
Depreciation	3,574	3,418	4,058	640	18.7%
Interest	299	363	329	(34)	-9.4%
Medical Center Investments	(86,063)	(95,440)	(103,035)	(7,595)	-8.0%
Total Expenses	422,904	437,076	488,457	51,381	11.8%
Gain / (Loss)	16,829	16,078	16,808	730	4.5%

Total operating revenue is budgeted to increase \$52.1 million or 11.5% over fiscal 2019 projection. Total operating revenue includes net patient revenue and other operating revenue associated with physician services. Net patient revenue is budgeted to increase \$22.4 million or 6.1% over fiscal 2019 projection due to faculty recruitment, increased clinical productivity, improved payment rates, and improved service mix. Other operating revenue is budgeted to increase \$29.7 million due primarily to support for the new faculty compensation plan.

Total expenses are expected to increase \$51.4 million. Expense categories with the largest increases were physician salaries & benefits, staff salaries & benefits, and supplies and pharmaceuticals. Net new physicians in fiscal 2019 are approximately 87. Generally the amount of time for a new practice to reach full profitability is approximately 2-3 years. Faculty salaries and benefits represent implementation of the new faculty compensation plan effective in fiscal 2020.

Work continues on increasing revenue growth through a number of initiatives. In addition, expense control measures continue to evolve to help keep controllable costs, such as number of staff, supplies, and services, in line with revenue changes.

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Chapter 8 | Capital Investment Plan FY 2020-24

The University will invest nearly \$2.4 billion over five years in strategic physical plant projects as detailed in the FY 2020-24 Capital Investment Plan. The planning process is guided by the university’s master plan, Framework 2.0 and projects are evaluated against its principles. Framework 2.0 is based on planning principles that tie the mission, vision and values of the university to the physical plan, focusing on five thematic areas:

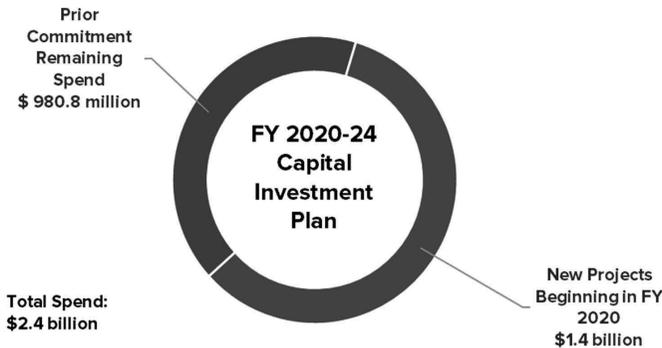


Five large capital projects are currently underway in various stages of development: Arts District, Interdisciplinary Health Sciences Center, Interdisciplinary Research Facility, Wexner Medical Center Inpatient Hospital, and Wexner Medical Center West Campus Ambulatory Facility. These projects represent the facility needs of a cross section of the university and advance a number of the university’s strategic plan pillars, including teaching and learning, research and creative expression, and academic health care.

Capital projects are also reviewed for financial soundness before inclusion in the FY 2020-24 Capital Investment Plan.

The following chart reflects the capital plan through FY 2024. Of the total \$2.4 billion, \$981 million is remaining spend on projects previously committed and \$1.4 billion on new projects beginning in FY 2020.

The following charts reflect the Capital Plan through FY 2024. The FY 2020 Financial Plan includes \$808.1 million in capital spending, \$514.4 million is related to projects previously committed and \$293.7 million for new projects.



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Prior Commitment Remaining Spend

Prior Commitment Remaining Spend (\$ millions)	Projected Capital Expenditures					Total
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	
Athletics - Covelli Multi-Sport Arena	\$ 3.9	\$ 2.4				\$ 6.2
Cannon Drive Relocation - Phase I	6.0	1.3				7.3
Postle Partial Replacement	53.7	21.7				75.4
Ohio Stadium Upgrades	6.9					6.9
Wooster - New Laboratory Building	19.3	10.2	0.8			30.4
OSU East - West Wing Expansion/Renovation	15.9	5.5				21.4
Campus Wi-Fi System	6.4	5.6	0.2			12.2
A&S - Celeste Teaching Labs Renovations	6.5	7.9	7.9	6.4		28.7
Athletics - Indoor Tennis Center	7.2	9.6	5.8			22.6
Engineering - Advanced Materials Corridor	24.8	16.1	1.3			42.1
FAES - Controlled Env. Food Prd Research	18.5	4.6				23.2
FOD - Cannon Ph 2 - (additional design funding)	1.6	1.9	1.5	0.5		5.4
FOD - RDM Instructional Sciences	1.0	6.8	8.8	8.4		25.0
Newark - Science & Technology Bldg	8.0	10.7	3.4	-		22.0
Nursing - Newton Building Addition	2.5	8.6	11.5	1.6		24.2
TTM - Service Annex Building Renovation	4.0	4.4				8.4
Arts District (design)	6.2					6.2
Interdisciplinary Research Center (design)	12.4					12.4
Interdisciplinary Health Sci Center (design)	15.5					15.5
Interdisciplinary Health Sci + Opt Clinic	19.7	12.7	2.6			35.0
Inpatient Hospital (design)	30.6					30.6
WMC - Regional Ambulatory Site 1 Hamilton Road	30.4	25.4	26.8	6.8		89.4
WMC - Ambulatory West Campus (design)	8.9	7.7	6.3			23.0
WMC - Inpatient Hospital - Central Sterile Supply	24.4	15.9	3.1			43.5
WMC - Inpatient Hospital - Garage, Infrast. & Roads	30.9	33.1	21.8	4.5		90.3
WMC - Ambulatory Dublin (design)	4.0					4.0
Energy Advancement and Innovation Center (design)	3.0					3.0
Roll-up of Small Projects	142.0	87.2	35.5	1.6		266.3
Total Prior Commitment Remaining Spend	\$ 514.4	\$ 299.4	\$ 137.3	\$ 29.7		\$ 980.8

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New Projects Beginning in FY 2020

New Projects Beginning in FY 2020 (\$ millions)	Projected Capital Expenditures					
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
Small Programmatic Cash Ready Projects	\$ 1.5	\$ 19.2	\$ 11.7	\$ 0.9		\$ 33.2
Anticipated Spend for CIP Additions/Changes	0.4	8.9	0.7			10.0
WMC - Roll Up of Multiple Cash Ready Projects	152.6					152.6
Roll-up of Small Infrastructure/RDM Projects	0.6	10.9	6.2	0.5		18.1
New Major Projects (>\$4M)						
A&S - Arts District Phase 1 (construction)	18.1	43.5	43.5	38.2	1.7	145.0
Athletics - Lacrosse Stadium	0.4	2.4	7.0	7.1	3.2	20.0
Bus Adv - Schottenstein Main Roof Replacement	0.2	2.3	3.7	0.3		6.5
Energy Advancement and Innovation Center (const.)	5.3	12.6	12.4	3.4		33.7
FAES - Cntrld Env Food Prdxn Res Cmplx (amendment)	0.2	1.3	3.9	3.9	1.8	11.0
FAES - Wooster Fisher Renovation (design only)	0.1	1.8	0.1			2.0
FOD - Cannon Ph 2 -Herrick/Woody H (const.)	9.9	23.7	23.7	20.8	0.9	78.9
Interdiscip. Health Sci Center (const)	17.1	41.0	41.0	35.9	1.6	136.5
Interdiscip. Research (const.)	28.7	68.9	68.9	60.5	2.7	229.7
Libraries - Library Book Depository Expansion	0.3	1.8	5.3	5.3	2.4	15.1
Newark - Science & Technology Bldg (Third Floor)	2.4	5.8	1.2			9.4
PARE - West Campus Infrastructure and Enabling	0.3	2.1	6.1	6.2	2.8	17.5
Pharmacy - Parks Hall Fume Hood Renovations	0.2	2.5	4.0	0.3		7.0
SL - Housing - Columbus R&R & Minor Capital - FY20	0.3	4.9	8.0	0.6		13.9
SL - Housing - Taylor Public Space Renovation	0.2	1.3	3.9	3.9	1.8	11.0
SL - Rec Sports - Coffey Road Turf Field	0.3	3.6	5.9	0.5		10.2
VetMed - Vet Community Practice Hosp and Learning	0.3	2.1	6.1	6.2	2.8	17.5
WMC - Ambulatory Dublin (design 2)	2.0	5.0	1.0			8.0
WMC - Ambulatory Hamilton Rd (const. 2)	6.7	16.1	15.8	4.3		42.9
WMC - Ambulatory West Campus (const.)	40.3	96.7	96.7	84.9	3.8	322.4
WMC - Ambulatory West Campus (enabling)	0.3	5.9	0.5			6.6
WMC - Dodd Garage	5.2	12.5	12.3	3.3		33.3
Total New Projects Beginning in FY 2020	\$ 293.7	\$ 396.6	\$ 389.6	\$ 286.8	\$ 25.4	\$ 1,392.1
Total Capital Investment Spend	\$ 808.1	\$ 696.0	\$ 526.9	\$ 316.5	\$ 25.4	\$ 2,372.9

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Capital Plan Funding Sources

Capital projects are funded with a variety of sources, including state capital appropriations, private capital gifts, debt proceeds, endowment income, principal from quasi-endowments, current year operating margins and existing cash from units and central university. As discussed previously, operating margins can be highly restrictive and only certain funds are available for capital uses. As projects are completed, restricted dollars such as state capital appropriations and private capital gifts typically are used first, followed by existing cash, depending on the project or funding plan. State capital appropriations are anticipated to be \$63.6 million in FY 2020. Each project requiring debt must have a specific funding plan completed and approved before it can proceed to construction. For the FY 2020-24 Capital Investment Plan, the following represents the sources identified to fund the new projects.

Unit Type (\$ millions)	Funding Sources							Total \$ by	
	Local Funding	State Capital	Debt Financing	Fund Raising	CEMP Capital	Partners	Not Identified	Unit	% by Unit
Academic-Support	\$ 149.2	\$ 8.6	\$ 87.0	\$ 160.0	\$ 215.8	\$ 33.7	\$ 5.9	\$ 660.2	47.4%
Student Life	40.7	-	-	-	-	-	-	40.7	2.9%
Athletics	22.0	-	-	20.0	-	-	-	42.0	3.0%
Infrastructure	8.3	-	1.5	-	9.3	1.8	82.1	103.1	7.4%
Medical Center	312.7	-	110.0	73.5	-	50.0	-	546.2	39.2%
Total \$ by Funding Source	\$ 532.9	\$ 8.6	\$ 198.5	\$ 253.5	\$ 225.1	\$ 85.5	\$ 88.0	\$ 1,392.1	
% by Funding Source	38.3%	0.6%	14.3%	18.2%	16.2%	6.1%	6.3%		

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Appendix A | FY 2020 Financial Plan – GASB Version

FY 2020 Presentation Notes

For FY 2020, we are presenting a Modified Operating Cash version of the financial plan as this is a more informative and effective format for management accounting and performance measurement. There are differences in presentation between this version and the version based on the GASB external financial statements. The Modified Operating Cash Flow excludes sources that cannot be used in operations (state capital appropriations, undistributed investment income, private capital gifts and additions to permanent endowments) while the GASB income statement presentation includes these items as revenue. Further, the Modified Operating Cash Flow excludes depreciation and non-cash expense adjustments to supplies and services that are included in the GASB income statement presentation.

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Consolidated – GASB Version

Total Sources (\$ thousands)	FY18 Actuals	FY19 Forecast	FY20 Plan	FY19-FY20 \$ Diff	FY19-FY20 % Diff
Tuition & Fees (gross)	1,135,298	1,184,703	1,219,544	34,842	2.9%
State Share of Instruction	383,860	383,217	383,217	-	0.0%
Other Government Appropriations	174,950	153,517	153,517	-	0.0%
Exchange Grants & Contracts	757,037	739,837	763,411	23,574	3.2%
Non-Exchange Grants & Contracts	81,268	85,734	89,301	3,566	4.2%
Sales & Services - Auxiliaries	362,966	388,038	376,775	(11,263)	-2.9%
Sales & Services - Departmental	161,964	163,459	167,085	3,627	2.2%
Sales & Services - Health System	3,103,891	3,219,203	3,350,685	131,482	4.1%
Sales & Services - OSU Physicians	525,796	453,154	505,265	52,111	11.5%
Advancement Receipts	239,257	242,800	295,400	52,600	21.7%
Investment Income	440,393	300,669	486,439	185,770	Assumes 8%
Other Revenues	38,520	38,121	39,886	1,764	4.6%
Total Sources	7,405,200	7,352,452	7,830,525	478,074	6.5%

Total Uses (\$ thousands)	FY18 Actuals	FY19 Forecast	FY20 Plan	FY19-FY20 \$ Diff	FY19-FY20 % Diff
Total Personnel Expense	3,489,952	3,845,554	4,072,129	226,575	5.9%
Fee Authorizations	111,056	118,274	120,772	2,498	2.1%
Student Aid	382,802	410,281	428,919	18,637	4.5%
Supplies, Services & Other	2,155,734	1,963,670	2,016,333	52,664	2.7%
Total Non-Personnel Expense	2,649,592	2,492,226	2,566,025	73,799	3.0%
Depreciation	402,136	437,161	451,994	14,833	3.4%
Interest Expense	117,380	122,717	123,472	755	0.6%
Total Capital-Related Expense	519,516	559,879	575,466	15,587	2.8%
Total Uses	6,659,061	6,897,658	7,213,620	315,961	4.6%
Sources Less Uses	746,139	454,793	616,906	162,112	35.6%
Sources Less Uses Excl Invstmt	305,747	154,124	130,467	(23,658)	-15.3%

Note: This GASB presentation excludes impact of pension and OPEB liabilities.

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Appendix B | Student Fees

Columbus Undergraduate Fees

Undergraduate Cohort	General Fees						Distance Education Fee	Resident Total
	Instructional Fees	General	Student Activity	Student Union Fee	Rec Fee	COTA Fee		
ON CAMPUS								
Continuing (pre-Guarantee)	4,584.00	186.00	37.50	74.40	123.00	13.50	-	5,018.40
Cohort 2017-2018	4,858.80	186.00	40.00	74.40	123.00	13.50	-	5,295.70
Cohort 2018-2019	4,926.00	186.00	40.00	74.40	123.00	13.50	-	5,362.90
Cohort 2019-2020	5,098.50	192.50	40.00	74.40	123.00	13.50	-	5,541.90
DISTANCE LEARNING								
Continuing (pre-Guarantee)	4,584.00	186.00	-	-	-	-	100.00	4,870.00
Cohort 2017-2018	4,858.80	186.00	-	-	-	-	100.00	5,144.80
Cohort 2018-2019	4,926.00	186.00	-	-	-	-	100.00	5,212.00
Cohort 2019-2020	5,098.50	192.50	-	-	-	-	100.00	5,391.00

Undergraduate Cohort	Resident Total	Non-Resident Surcharge	Non-Resident (Domestic) Total	Non-Resident (International)	
				Surcharge	Total
ON CAMPUS					
Continuing (pre-Guarantee)	5,018.40	10,488.50	15,506.90	966.00	16,472.90
Cohort 2017-2018	5,295.70	10,488.50	15,784.20	1,464.00	17,248.20
Cohort 2018-2019	5,362.90	10,488.50	15,851.40	1,464.00	17,315.40
Cohort 2019-2020	5,541.90	10,488.50	16,030.40	1,464.00	17,494.40
DISTANCE LEARNING					
Continuing (pre-Guarantee)	4,870.00	5.00	4,875.00	n/a	n/a
Cohort 2017-2018	5,144.80	5.00	5,149.80	n/a	n/a
Cohort 2018-2019	5,212.00	5.00	5,217.00	n/a	n/a
Cohort 2019-2020	5,391.00	5.00	5,396.00	n/a	n/a

Notes:

- Fees presented above are for credit hour loads of 12 to 18 credit hours per term. For loads of less than 12 credit hours, fees are prorated by the credit hour except for the Student Activity Fee and COTA Fee, which are flat rates regardless of credit hours, and the Rec Fee, which is a flat fee for 4 credit hours or more.
- Tuition guarantee applies to instructional, general, student activity, student union, recreational, and COTA fees for students starting in Autumn 2017. The Tuition Guarantee does not apply to the non-resident surcharge or the international surcharge. See Program and Technology fees for additional fees charged by certain programs.
- For each half credit hour of enrollment over 18 credit hours per term, students are assessed an additional half credit hour instructional, general, and non-resident surcharge.
- For students taking all distance learning courses, all on-site fees are waived and the non-resident surcharge is reduced to \$5. Students pay full campus-based and non-resident surcharges if enrolled in a campus-based course.

FY 2020 FINANCIAL PLAN

Regional Campus and ATI Undergraduate Fees

Undergraduate Cohort	Instructional Fees	General Fees	Resident Total	Non-Resident Surcharge	Non-Resident (Domestic) Total
AGRICULTURAL TECHNICAL INSTITUTE					
Continuing (pre-Guarantee)	3,438.00	114.00	3,552.00	10,488.50	14,040.50
Cohort 2017-2018	3,644.40	114.00	3,758.40	10,488.50	14,246.90
Cohort 2018-2019	3,690.00	114.00	3,804.00	10,488.50	14,292.50
Cohort 2019-2020	3,819.00	118.00	3,937.00	10,488.50	14,425.50
LIMA, MANSFIELD, MARION, NEWARK - UNDERGRADUATE					
Continuing (pre-Guarantee)	3,456.00	114.00	3,570.00	10,488.50	14,058.50
Cohort 2017-2018	3,662.40	114.00	3,776.40	10,488.50	14,264.90
Cohort 2018-2019	3,708.00	114.00	3,822.00	10,488.50	14,310.50
Cohort 2019-2020	3,838.00	118.00	3,956.00	10,488.50	14,444.50

FY 2020 FINANCIAL PLAN

Undergraduate Program and Technology Fees

Full Time Rates - 12+ Credit Hours; prorated by credit hour for loads less than 12

Program	Program Fee	Technology Fee
Animal Sciences	78.00	-
Art	114.00	-
Arts	-	162.00
Business	649.20	186.00
MPS in CIS	-	108.00
Communications	-	49.20
Education and Human Ecology	-	90.00
Engineering (all except Engineering Physics)	589.20	240.00 (1)
Engineering Physics	349.20	108.00
Environmental and Natural Resources	49.20	-
Food, Agricultural and Environmental Sciences	49.20	49.20 (2)
Health and Rehabilitation Services	199.20	-
Music	348.00	162.00
Nursing	624.00	199.20
Psychology	104.40	-

(1) Beginning in FY 2015, specific Agriculture majors and plans only

(2) ATI students in FAES also pay this fee.

FY 2020 FINANCIAL PLAN

Graduate and Professional Fees

Program	Instructional Fees		General Fees		Student Union Fee	Rec Fee	COTA Fee	Distance Education Fee	College-Specific Fees	Resident Total	Non-Resident Surcharges	Non-Resident Total
	Fees	Activity	General	Student								
Masters & PhD - Columbus	5,780.00	184.00	184.00	37.50	74.40	123.00	13.50	-	-	6,212.40	11,792.00	18,004.40
Masters & PhD - Regional	5,780.00	184.00	184.00	-	-	-	-	100.00	-	5,864.00	5.00	6,069.00
Masters & PhD - Distance Learning	5,780.00	184.00	184.00	37.50	74.40	123.00	13.50	-	261.00	16,421.40	11,792.00	28,213.40
Master of Accounting	15,728.00	184.00	184.00	37.50	74.40	123.00	13.50	-	261.00	15,569.40	11,792.00	27,361.40
Master of Business Administration	14,876.00	184.00	184.00	37.50	74.40	123.00	13.50	-	261.00	15,288.40	11,792.00	27,080.40
Master of Business Logistics Engineering	13,617.00	184.00	184.00	37.50	74.40	123.00	13.50	-	261.00	14,288.40	11,792.00	26,080.40
Master of Business Administration - Working Professionals	12,592.00	184.00	184.00	37.50	74.40	123.00	13.50	-	261.00	13,268.40	11,792.00	25,060.40
Master of Criminal Justice Management	12,592.00	184.00	184.00	37.50	74.40	123.00	13.50	-	261.00	13,268.40	11,792.00	25,060.40
Master of Criminal Justice Administration	12,592.00	184.00	184.00	37.50	74.40	123.00	13.50	-	261.00	13,268.40	11,792.00	25,060.40
Master of Business Operational Excellence	17,994.80	184.00	184.00	37.50	74.40	123.00	13.50	-	261.00	17,768.20	5.00	17,773.20
Specialized Masters in Business - Analytics	17,410.40	184.00	184.00	-	-	-	-	100.00	-	17,694.40	5.00	17,699.40
Specialized Masters in Business - Finance	27,632.00	184.00	184.00	37.50	74.40	123.00	13.50	-	261.00	28,326.40	5.00	28,331.40
Graduate Minor in Business for Health Sciences	11,644.00	184.00	184.00	37.50	74.40	123.00	13.50	-	-	12,076.40	5.00	12,081.40
Dentistry - Rank 1	18,170.00	184.00	184.00	37.50	74.40	123.00	13.50	-	1,993.00	20,595.40	21,210.00	41,805.40
Dentistry - Ranks 2, 3, 4	15,960.00	164.00	164.00	37.50	74.40	123.00	13.50	-	1,638.00	18,008.40	18,808.00	36,816.40
Law - Doctor of Jurisprudence	15,997.00	184.00	184.00	37.50	74.40	123.00	13.50	-	-	15,728.40	7,476.00	23,204.40
Law - Master in the Study of Law	8,097.00	184.00	184.00	37.50	74.40	123.00	13.50	-	-	8,524.40	7,476.00	16,000.40
Medicine	14,848.00	164.00	164.00	37.50	74.40	123.00	13.50	-	66.00	15,318.40	11,899.00	27,207.40
Medicine - Genetic Counseling	13,372.00	164.00	164.00	37.50	74.40	123.00	13.50	-	-	13,673.40	11,899.00	25,572.40
Doctor of Occupational Therapy	6,556.00	164.00	164.00	37.50	74.40	123.00	13.50	-	-	6,984.40	9,320.00	16,304.40
Master/Doctor of Physical Therapy	6,520.00	164.00	164.00	37.50	74.40	123.00	13.50	-	-	6,932.40	9,977.00	16,909.40
Master of Health Administration	6,894.00	184.00	184.00	37.50	74.40	123.00	13.50	-	-	7,416.40	11,792.00	19,208.40
Master of Public Health	6,196.00	184.00	184.00	37.50	74.40	123.00	13.50	-	-	6,628.40	11,792.00	18,420.40
Public Health Program for Experienced Professionals	6,196.00	184.00	184.00	37.50	74.40	123.00	13.50	-	-	6,628.40	11,792.00	18,420.40
Pharmacy	11,698.00	184.00	184.00	37.50	74.40	123.00	13.50	-	-	12,128.40	12,417.00	24,545.40
Optomety - Ranks 1 and 2	13,468.00	184.00	184.00	37.50	74.40	123.00	13.50	-	626.00	14,526.40	10,238.00	25,054.40
Optomety - Ranks 3 and 4	11,956.00	164.00	164.00	37.50	74.40	123.00	13.50	-	560.00	12,938.40	8,912.00	21,850.40
Doctor of Audiology	6,068.00	184.00	184.00	37.50	74.40	123.00	13.50	-	-	6,509.40	11,792.00	18,292.40
Master of Speech Language Pathology	6,068.00	184.00	184.00	37.50	74.40	123.00	13.50	-	-	6,509.40	11,792.00	18,292.40
Master of Social Work	6,116.00	184.00	184.00	37.50	74.40	123.00	13.50	-	94.50	6,442.90	11,792.00	18,434.90
Veterinary Medicine - Rank 1	15,768.00	184.00	184.00	37.50	74.40	123.00	13.50	-	277.50	16,477.90	19,688.00	36,165.90
Veterinary Medicine - Rank 2	15,768.00	184.00	184.00	37.50	74.40	123.00	13.50	-	202.50	16,407.90	19,688.00	36,070.90
Veterinary Medicine - Rank 3	15,768.00	184.00	184.00	37.50	74.40	123.00	13.50	-	167.75	16,477.90	19,688.00	36,165.90
Veterinary Medicine - Rank 4	15,768.00	184.00	184.00	37.50	74.40	123.00	13.50	-	372.50	16,552.90	19,688.00	36,220.90
Master of Science in Nursing	7,780.00	184.00	184.00	37.50	74.40	123.00	13.50	-	1,449.40	9,661.80	11,792.00	21,453.80
Doctor of Nursing Practice - On Campus	7,780.00	184.00	184.00	37.50	74.40	123.00	13.50	-	1,449.40	9,661.80	11,792.00	21,453.80
Doctor of Nursing Practice - Distance Learning	7,780.00	184.00	184.00	-	-	-	-	190.00	-	9,405.60	5.00	9,408.60
Master of Arts and Extension Education - Distance Learning	7,472.00	184.00	184.00	-	-	-	-	100.00	-	7,456.00	5.00	7,461.00
Master of Global Engineering Leadership - Distance Learning	8,952.00	184.00	184.00	-	-	-	-	100.00	-	8,658.00	5.00	8,663.00

Notes:
 - Fees are presented above a per credit hour loads of 8 credit hours per term and above. For loads of less than 8 credit hours, fees are prorated by the credit hour except for the Student Activity Fee and COTA Fee, which are a flat rates regardless of credit hours, and the Rec Fee, which is a flat fee for 4 credit hours or more.
 - See Program and Technology fees for additional fees charged by certain programs.
 - For students taking all distance learning courses, all on-site fees are waived at the non-resident surcharge is reduced to \$5. Students pay full campus-based and non-resident surcharges if enrolled in a campus-based course.

- College-Specific Fees**
 (1) Technology Fee
 (2) Equipment Fee
 (3) Field Practicum Fee
 (4) Program Fee
 (5) College-Specific Distance Education Fee
 (6) Association Fee

FY 2020 FINANCIAL PLAN

Graduate Program and Technology Fees

Full Time Rates - 8+ Credit Hours; prorated by credit hour for loads less than 8

Program	Program Fee	Technology Fee
Arts	-	162.00
Business	-	261.00
Education and Human Ecology	832.00 (1)	189.00
Engineering	-	255.00
Food, Agricultural and Environmental Sciences	-	49.20 (2)
Medicine	-	66.00
Nursing, enrolled Fall 2013 and later	1,249.60	199.80
Nursing, enrolled prior to Fall 2013	1,000.00	199.80
Public Policy	-	180.00

(1) Beginning in Autumn 2019, master-level students enrolled in the Master of Science in Human Development and Family Science, Specialization in Couple and Family Therapy program.

(2) ATI students in FAES also pay this fee.

FY 2020 FINANCIAL PLAN

Housing Rates

Columbus Campus Housing Rates	Cohort 2018-2019	Cohort 2019-2020 and All Non-Tuition Guarantee Students	\$ Change	% Change
Rates by Term				
Autumn and Spring Term Rates				
Rate I	8,472	8,658	186	2.2%
Rate II	7,058	7,214	156	2.2%
Rate IIA	6,832	6,982	150	2.2%
Rate III	6,596	6,742	146	2.2%
Summer Term Rates				
4-Week Session - Rate I	1,059	n/a		
6-Week Session - Rate I	1,588	n/a		
8-Week Session - Rate I	2,118	n/a		
4-Week Session - Rate II	n/a	902	n/a	
6-Week Session - Rate II	n/a	1,353	n/a	
8-Week Session - Rate II	n/a	1,804	n/a	
4-Week Session - Rate IIA	854	873	19	2.2%
6-Week Session - Rate IIA	1,280	1,309	29	2.2%
8-Week Session - Rate IIA	1,708	1,746	38	2.2%
Summer Term - Rate I	3,178	n/a		
Summer Term - Rate II	n/a	2,706	n/a	
Summer Term - Rate IIA	2,562	2,618	56	2.2%
Special Programs				
Stadium Scholars Program	5,594	5,718	124	2.2%
Alumnae Scholarship Houses - single or double w/bath	6,412	6,554	142	2.2%
Alumnae Scholarship Houses - double or triple	6,318	6,412	n/a	
German House - 1-person room	6,508	6,650	142	2.2%
German House - 2-person room	6,056	6,190	134	2.2%
Rates by Month				
237 E 17th - mini-single	447	457	10	2.2%
237 E 17th - single	618	631	13	2.2%
237 E 17th - supersingle	748	764	16	2.2%
237 E 17th - double	408	417	9	2.2%
Buckeye Village - 1 bedroom	543	555	12	2.2%
Buckeye Village - 2 bedroom	685	700	15	2.2%
Gateway - studio	928	948	20	2.2%
Gateway - 1 bedroom apartment	995	1,017	22	2.2%
Gateway - 2 bedroom apartment	969	990	21	2.2%
Gateway - 3 bedroom apartment	842	861	19	2.2%
Neil - efficiency	842	861	19	2.2%
Neil - 4 bedroom	836	854	18	2.2%
Penn Place - 1 person room	797	815	18	2.2%

FY 2020 FINANCIAL PLAN

Regional Campus and ATI Housing Rates, By Term	Cohort 2018-2019	Cohort 2019-2020 and All Non-Tuition Guarantee Students		
		Students	\$ Change	% Change
ATI				
1-bedroom for 2 (per person)	7,024	7,178	154	2.2%
2-bedroom for 4 (per person)	7,024	7,178	154	2.2%
2-bedroom for 5 (per person - double)	7,024	7,178	154	2.2%
2-bedroom for 5 (per person - triple)	6,058	6,192	134	2.2%
3-bedroom for 5 (per person - single)	7,400	7,562	162	2.2%
3-bedroom for 5 (per person - double)	7,024	7,178	154	2.2%
Private apartment	8,350	8,534	184	2.2%
NEWARK				
2-person efficiency (per person)	7,596	7,764	168	2.2%
2-bedroom for 4 (per person)	7,638	7,806	168	2.2%
3-bedroom for 6 (per person)	7,198	7,356	158	2.2%
McConnell Hall	7,866	8,040	174	2.2%
MANSFIELD				
2-bedroom for 2 (per person)	8,026	8,202	176	2.2%
2-bedroom for 4 (per person)	6,422	6,564	142	2.2%
5-bedroom for 5 (per person)	6,736	6,884	148	2.2%
5-bedroom for 6 - single (per person)	6,422	6,564	142	2.2%
5-bedroom for 6 - double (per person)	5,788	5,916	128	2.2%

Dining Rates

Meal Plan Rates	Cohort 2018-2019	Cohort 2019-2020 and All Non-Tuition Guarantee Students		
		Students	\$ Change	% Change
Autumn and Spring Terms				
Unlimited Access (Unlimited Meals / \$200 Dining Dollars)	3,866	3,952	86	2.2%
Scarlet Access 14 (14 Meals / \$400 Dining Dollars / \$300 BuckID)	4,720	4,824	104	2.2%
Gray Access 10 (10 Meals / \$400 Dining Dollars / \$300 BuckID)	3,962	4,050	88	2.2%
Declining Balance (\$2,738 / \$2,798 Dining Dollars)	4,212	4,304	92	2.2%
McConnell Plan [Newark] (\$1,794 / \$1,833 Dining Dollars)	2,760	2,820	60	2.2%
Summer Term				
Carmen 1 (\$556 / \$568 Dining Dollars)	856	874	18	2.2%
Carmen 2 (\$1,086 / \$1,110 Dining Dollars)	1,672	1,708	36	2.2%

FY 2020 FINANCIAL PLAN

Appendix C | Typical Annual Undergraduate Fees

Columbus Campus by Cohort – Autumn and Spring Terms

Resident	Continuing (pre- Guarantee)	Cohort 2017-2018	Cohort 2018-2019	Cohort 2019-2020
Instructional Fees	9,168.00	9,717.60	9,852.00	10,197.00
General Fees	372.00	372.00	372.00	385.00
Student Activity Fee	75.00	80.00	80.00	80.00
Student Union Fee	148.80	148.80	148.80	148.80
Rec Fee	246.00	246.00	246.00	246.00
COTA Fee	27.00	27.00	27.00	27.00
Total Tuition and Fees	10,036.80	10,591.40	10,725.80	11,083.80
Housing (Rate I)	8,658.00	8,348.00	8,472.00	8,658.00
Dining (Gray 10)	4,050.00	3,904.00	3,962.00	4,050.00
Total	22,744.80	22,843.40	23,159.80	23,791.80

Non-Resident Domestic	Continuing (pre- Guarantee)	Cohort 2017-2018	Cohort 2018-2019	Cohort 2019-2020
Instructional Fees	9,168.00	9,717.60	9,852.00	10,197.00
General Fees	372.00	372.00	372.00	385.00
Non-Resident Surcharge	20,977.00	20,977.00	20,977.00	20,977.00
Student Activity Fee	75.00	80.00	80.00	80.00
Student Union Fee	148.80	148.80	148.80	148.80
Rec Fee	246.00	246.00	246.00	246.00
COTA Fee	27.00	27.00	27.00	27.00
Total Tuition and Fees	31,013.80	31,568.40	31,702.80	32,060.80
Housing (Rate I)	8,658.00	8,348.00	8,472.00	8,658.00
Dining (Gray 10)	4,050.00	3,904.00	3,962.00	4,050.00
Total	43,721.80	43,820.40	44,136.80	44,768.80

FY 2020 FINANCIAL PLAN

Non-Resident International	Continuing (pre- Guarantee)	Cohort 2017-2018	Cohort 2018-2019	Cohort 2019-2020
Instructional Fees	9,168.00	9,717.60	9,852.00	10,197.00
General Fees	372.00	372.00	372.00	385.00
Non-Resident Surcharge	20,977.00	20,977.00	20,977.00	20,977.00
International Surcharge	1,932.00	2,928.00	2,928.00	2,928.00
Student Activity Fee	75.00	80.00	80.00	80.00
Student Union Fee	148.80	148.80	148.80	148.80
Rec Fee	246.00	246.00	246.00	246.00
COTA Fee	27.00	27.00	27.00	27.00
Total Tuition and Fees	32,945.80	34,496.40	34,630.80	34,988.80
Housing (Rate I)	8,658.00	8,348.00	8,472.00	8,658.00
Dining (Gray 10)	4,050.00	3,904.00	3,962.00	4,050.00
Total	45,653.80	46,748.40	47,064.80	47,696.80

FY 2020 FINANCIAL PLAN

Appendix D | Tuition and SSI History

Fiscal Year	Resident Undergrad Tuition	% Change	Non-Resident Undergrad Tuition	% Change	Total SSI	% Change
1998	3,687	6.3%	10,896	5.4%	297,551	5.1%
1999	3,906	5.9%	11,475	5.3%	305,161	2.6%
2000	4,137	5.9%	12,087	5.3%	312,839	2.5%
2001	4,383	5.9%	12,732	5.3%	317,721	1.6%
2002	4,788	9.2%	13,554	6.5%	305,389	-3.9%
2003	5,691	18.9%	15,114	11.5%	300,064	-1.7%
2004	6,651	16.9%	16,638	10.1%	299,998	0.0%
2005	7,542	13.4%	18,129	9.0%	301,898	0.6%
2006	8,082	7.2%	19,305	6.5%	305,588	1.2%
2007	8,667	7.2%	20,562	6.5%	314,597	2.9%
2008	8,676	0.1%	21,285	3.5%	330,269	5.0%
2009	8,679	0.0%	21,918	3.0%	362,682	9.8%
2010	8,726	0.5%	22,298	1.7%	391,658	8.0%
2011	9,420	8.0%	23,604	5.9%	390,830	-0.2%
2012	9,735	3.3%	24,630	4.3%	329,548	-15.7%
2013	10,037	3.1%	25,445	3.3%	331,829	0.7%
2014	10,037	0.0%	25,757	1.2%	334,394	0.8%
2015	10,037	0.0%	26,537	3.0%	330,878	-1.1%
2016	10,037	0.0%	27,365	3.1%	341,582	3.2%
2017	10,037	0.0%	28,229	3.2%	362,654	6.2%
2018-G	10,591	5.5%	29,695	5.2%	360,816	-0.5%
2019-G	10,726	1.3%	30,742	3.5%	359,412	-0.4%
2020-G	11,084	3.3%	32,061	4.3%	359,412	0.0%



Board of Trustees

**BYLAWS OF THE BOARD OF TRUSTEES
OF THE OHIO STATE UNIVERSITY**

Updated: May 31, 2019

Chapter 3335-1

3335-1-01 Meetings of the board of trustees.

- (A) Regular meetings. Unless otherwise specified by the chair, there shall be at least four regular meetings of the board of trustees each year. At such meetings any business related to the authority of the board of trustees may be discussed and transacted.
- (B) Special and emergency meetings. Special and emergency meetings of the board of trustees shall be held upon call of the chair on his or her own initiative, or upon written request of five members of the board to the secretary. A specific statement of purpose for the special or emergency meeting shall be provided in accordance with state law.
- (C) Notice of meetings. Unless otherwise specified, all meetings of the board shall be held at the Columbus campus of the Ohio state university at such date and time as is designated in the notice of meeting. Public notice of all meetings shall be given in accordance with the requirements of section 121.22 of the Revised Code. Any person may obtain information regarding the time, date, and location of all meetings by contacting the office of university communications or by visiting <http://trustees.osu.edu>.
- (D) Order of business. Unless otherwise indicated in the meeting agenda, the order of business at all meetings of the board shall be as follows:
 - (1) Roll call.
 - (2) Consideration of minutes of preceding meeting.
 - (3) Report of the president of the university.
 - (4) Report of committees of board of trustees.
 - (5) Unfinished business.
 - (6) New business.
 - (7) Consideration and approval of action items.
 - (8) Adjournment.
- (E) Quorum and manner of acting.
 - (1) A majority of the voting members of the board or a committee of the board shall be present in person at any meeting of the board or the committee in order to constitute a quorum for the transaction of business at such meeting.

**BYLAWS OF THE BOARD OF TRUSTEES
OF THE OHIO STATE UNIVERSITY**

Updated: May 31, 2019

- (2) Except as otherwise provided in paragraph (E)(3) of this rule, the act of the majority of the voting members present at any such meeting at which a quorum is present shall be the act of the board of trustees or its committees. In the absence of a quorum, a majority of those present may adjourn the meeting from time to time until a quorum is had. Notice of any adjourned meeting need not be given.
 - (3) The concurrence of a majority of all of the board members shall be necessary to elect or to remove the president, or adopt, amend, or repeal a bylaw of the board of trustees.
 - (4) A roll call vote is necessary when electing or removing a president and when acting on motions involving the expenditure of university funds. On all other matters, a voice vote may be conducted instead.
- (F) Parliamentary authority. *Robert's Rules of Order, Newly Revised* (most recent edition), shall be accepted as authority on all questions of parliamentary procedure not determined by these bylaws or provisions of the Ohio Revised Code.
- (G) Attendance. Consistent with the expectations set forth in section 3.17 of the Revised Code, every voting member of the board, the Wexner medical center board, and/or one of their committees shall, except for extraordinary reasons, attend all meetings of the board and/or their committees. When a voting member of the board or one of its committees cannot attend, the individual will so inform the chair with as much advance notice as possible and provide an explanation for the absence.
- (H) Executive session. Subject to the requirements of Ohio law, the board or a committee of the board may hold any portion of a regular, special or emergency meeting in executive session with participation limited to voting members of the board or the committee of the board. Other individuals may be invited to attend any or all portions of an executive session as deemed necessary by the board chair or committee chair.

(Board approval dates: 2/6/1987, 10/1/1999, 7/11/2008, 8/28/2015, 5/31/2019)

3335-1-02 Members, officers and committees of the board.

- (A) Members of the board of trustees.
- (1) The board of trustees of the Ohio state university shall, as provided in section 3335.02 of the Revised Code, be comprised of seventeen trustees, including two student trustees, who shall be appointed by the governor, with advice and consent of the senate, with terms of office as articulated in the Ohio Revised Code.
 - (2) Student trustees. Student trustees shall be permitted to participate in all discussion and deliberations of the board, including attending executive sessions.
 - (3) Charter trustees. In order to take advantage of the diverse cultural, geographic, business, professional, public service and civic backgrounds, talents and experiences of friends and alumni of the Ohio state university who do not live in the state of Ohio, the position of charter trustee has been established, in accordance with the following guidelines:
 - (a) Charter trustees shall be non-Ohio residents and shall be chosen on the basis of the following attributes: Ohio state university alumna/alumnus or friend of the university; success in his or her chosen field or profession; state, national, or international prominence; ability to advocate for higher education; and willingness and ability to offer counsel.

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- (b) There shall be no more than three positions of charter trustee.
 - (c) Each charter trustee shall be appointed for a three-year term, commencing on May fourteenth and expiring on May thirteenth, and shall be eligible to serve a second consecutive three-year term.
 - (d) Charter trustees shall have no voting privileges on the board of trustees, shall not be considered in determining whether a quorum is present, and shall not be eligible to be officers of the board, but will otherwise participate in all activities of the board, including membership on committees. Charter trustees who are members of board committees shall have voting privileges on those committees and shall be eligible to serve as committee chair or vice chair.
 - (e) Charter trustees shall be nominated by the [talent, compensation and governance committee](#) and shall be appointed, and may be removed, by a vote of the board. Upon such appointment, the chair shall cause a letter of appointment to be delivered to the charter trustee, and a copy of the letter shall be delivered to the governor.
- (4) Ethics and conflicts of interest. All trustees shall follow the protections of the public set forth in Chapter 102, sections 2921.42 and 2921.43 of the Revised Code. In addition, the board of trustees shall adopt and periodically review a policy on ethics and conflicts of interest to govern all members of the board of trustees, Wexner medical center board and their committees.
 - (5) Statement of expectations. The board of trustees shall adopt and periodically review a board statement of expectations, which shall address such topics as comportment among board members, with the university president and other internal constituents, and with external constituents.
 - (6) Indemnification. Trustees, charter trustees, and non-trustee committee members shall be entitled to legal defense and indemnification against any claims or liabilities which might arise from the performance of their duties on behalf of the Ohio state university to the fullest extent permitted by Ohio law.
 - (7) Reimbursement of expenses. All trustees, charter trustees, and non-trustee committee members shall be entitled to reimbursement for reasonable travel expenses incurred in attending meetings of a committee or of the board of trustees, or other meetings as a representative of the board, in accordance with university policy and Ohio law.
- (B) Officers
- (1) Number. The officers of the board shall be a chair, one or more vice chairs, and a secretary. No officer of the board shall, at the same time, hold more than one board office. The board may elect such other officers as the board may deem necessary with such authority and responsibility as delegated to them by the board.
 - (2) Chair. The chair shall preside at all meetings of the board. Unless otherwise directed by the board, the chair shall have the authority to appoint members of and to fill vacancies on all standing and ad hoc committees and shall serve as an ex-officio member of all standing and ad hoc committees. Subject to these bylaws, the chair shall fix the date and time of all regular, special, and emergency meetings, shall sign the journal of all proceedings of the board, and perform such other duties as may pertain to this office.
 - (3) Vice chair. At the request of or in the absence or incapacity of the chair, the vice chair shall perform all the duties of the chair and, while so acting, shall have all the powers and authority

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of, and be subject to all the restrictions upon, the chair. In the event that there are multiple vice chairs, these powers and duties shall devolve upon the senior vice chair, based on length of service on the board, unless otherwise indicated by the board. In addition, the vice chair shall perform such other duties as may be assigned to him or her by the board or by the chair.

- (4) Secretary. Under the direction of the president and with the approval of the board of trustees, the secretary of the board of trustees shall:
- (a) Be the custodian of and responsible for the preservation of all official records of the board;
 - (b) Be the custodian of the university seal and cause its imprint to be placed whenever and wherever appropriate;
 - (c) Keep the minutes of all meetings of the board and of committees of the board;
 - (d) Perform all other duties customary to the office or assigned by the chair or the board.

In the absence of the secretary, the associate secretary shall perform the duties of the secretary of the board and all official actions taken by the associate secretary shall be deemed authorized and approved by the board of trustees.

- (5) Election, term of office, and qualifications.
- (a) The officers of the board shall be elected annually by the board and shall take office at the adjournment of the final meeting of the fiscal year ending June 30. They shall hold their office through the following final fiscal year meeting of the board of trustees or until their successors are elected and qualified, so long as they shall continue to be eligible to serve as officers.
 - (b) The chair and the vice chair must be members of the board of trustees. The qualifications of all other officers shall be determined by the board.
 - (c) The chair shall be elected to a one-year term, and may serve up to three consecutive terms as chair. Before the end of each term, the talent, compensation and governance committee shall conduct a review of the chair, and after consultation with the members of the board, shall recommend to the board whether the chair should be reelected for an additional term.
 - (d) The vote of a majority of all trustees then in office shall be necessary to elect or remove an officer of the board.

(C) Committees of the board.

- (1) Standing committees of the board, the members of which shall be appointed annually by the chair, shall be constituted and shall consider and make recommendations for action by the board on the various matters as enumerated below:
- (a) Academic affairs and student life committee. The academic affairs and student life committee shall consider and make recommendations to the board regarding matters pertaining to the teaching, research, and public service programs of the university and its faculty, staff, and students. Matters to be brought before the committee may include, but shall not be limited to: faculty and staff matters; educational policy; academic structure and organization; student welfare and

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housing; collective bargaining; university faculty and student rules; conferring of degrees, certificates, awards, and other honors; the university system of Ohio; regional campuses; the Ohio agricultural research and development center; agricultural technical institute; the university's land-grant mission and extension programs; athletics; and any other matter assigned to the committee by the board or the chair of the board.

In addition to trustees appointed to the committee, the committee shall also consist of at least one student trustee, one member of the university faculty, and up to two additional non-trustee members.

- (b) Finance committee. The finance committee shall consider and make recommendations to the board regarding matters pertaining to the financial, business, and administrative management of the university. Matters to be brought before the committee may include, but shall not be limited to: capital and operating budgets and policies; issuance of debt; tuition and fees; university master planning; development and maintenance of facilities; real property matters; security and safety of the campuses; purchasing policies; self-insurance trust; the research foundation; commercialization; managed health care systems; and any other matter assigned to the committee by the board or the chair of the board.

In addition to trustees appointed to the committee, the committee shall also consist of at least one student trustee and up to three additional non-trustee members.

All individual trustees shall be appointed to either the finance committee or academic affairs and student life committee in approximately even distribution.

- (c) Audit and compliance committee. The audit and compliance committee shall consider and make recommendations to the board regarding matters pertaining to auditing of university and related entity operations and oversight of compliance functions. Matters to be brought before the committee may include, but shall not be limited to: internal audit policies, plans, and reports; financial statements; internal financial control systems; oversight and monitoring of compliance programs and activities; enterprise risk management systems and business continuity planning; approval and monitoring of affiliated entities; selection of, and receiving reports from, independent auditors (in conjunction with the auditor of state); and any other matter assigned to the committee by the board or the chair of the board.

The committee shall consist of at least five trustees and up to three additional non-trustee members.

- (d) Advancement committee. The advancement committee shall consider and make recommendations to the board regarding matters of policy and strategy pertaining to the university-wide integration of fund raising, alumni relations, marketing and related efforts (known as advancement) to foster positive relationships with students, alumni, and other key audiences; provide multiple opportunities for engagement; and generate involvement with and support for the mission of the university. The committee shall advise relevant university officers and monitor progress, performance, and the integration of fund raising efforts, alumni relations and marketing strategies. Matters to be brought before the committee may include, but shall not be limited to: fundraising and development policies; capital campaigns; acceptance of gifts; relations with and activities of the university foundation, Wexner center foundation, and other related organizations; naming of university buildings and other spaces; and any other matter assigned to the committee by the board or the chair of the board.

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The committee shall consist of at least five trustees, two members of the alumni association governing board, and two members of the university foundation board. The alumni association shall nominate its representatives for a one-year appointment, renewable for up to three years, and forward those nominations to the chair of the board. The university foundation board shall nominate its representatives for a one-year appointment renewable for up to three years, and forward those nominations to the chair of the board. Additional non-trustee members may be appointed to ensure expertise in the areas for concentration for this committee.

- ~~(e) Governance committee. 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; expectations regarding trustee comportment; organization of the board office; and any other matter assigned to the committee by the board or the chair of the board.~~

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

- (f) ~~Talent~~ and compensation and governance committee. The ~~talent~~ and compensation and governance committee shall provide oversight and counsel to the president regarding matters related to the senior leadership of the university, as determined by the board and the president, and make recommendations to the board regarding matters pertaining to the organization of the board and involvement and role of trustees. Matters to be brought before the committee may include, but shall not be limited to: roles and responsibilities of trustees and senior leadership positions; position specifications and necessary qualifications; compensation strategy and comparative data; transition plans; the board structure and operation; matters related to the trustees and charter trustee selection process; trustee orientation; reviews of the president of the university and officers of the board; expectations regarding trustee comportment; organization of the board office; and any other matter assigned to the committee by the board or the chair of the board.

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

- (g) Master planning and facilities committee. The master planning and facilities committee shall consider and make recommendations to the board regarding the university's physical environment to ensure they enable and advance the university's academic mission and strategic goals; review and recommend for approval the planning, design, and construction activity of the university, including the Wexner medical center; serve as stewards of the campus master plans and district plans; and any other matter assigned to the committee by the board or the chair of the board.

The committee shall consist of at least three trustees and no more than three non-trustee committee members, with majority membership by trustees at all time.

- (2) The chair and vice chair of each committee of the board shall be trustees or charter trustees.

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- (3) The chair of the board shall appoint the chair, vice chair, and other trustee and non-trustee members of each committee. The board or the chair of the board may designate guidelines regarding non-trustee members of committees. Student trustee, charter trustee, and non-trustee committee members shall be voting members of the committees on which they serve.
- (4) In addition to the committees enumerated in this bylaw, the board or the chair of the board may establish ad hoc committees and appoint the members thereof.
- (5) Committees of the board of trustees have no independent decision-making authority. Any matter or resolution recommended by a committee of the board shall be presented to the board for its consideration.
- (6) Except as provided in paragraph (B)(1) of rule 3335-93-01 of the Administrative Code, no trustee shall, during his or her term in office, serve as a director or officer or in any other capacity of any university affiliated entity or as a director, officer, or member or in any other capacity of any other university or related advisory or governance board, committee, or similar body, unless such service is approved by the chair of the board of trustees.

(Board approval dates: 12/2/1994, 10/1/1999, 10/4/2002, 7/11/2008, 11/7/2008, 4/3/2009, 8/30/2013, 8/28/2015, 5/31/2019)

3335-1-03 Administration of the university.

- (A) The president.
 - (1) The president shall be the chief executive officer of the Ohio state university and shall be responsible for the entire administration of the university, subject to control of the board of trustees. The president shall lead in fostering and promoting education, research and outreach as the primary aims of the university. It shall be the duty of the president to enforce the bylaws, rules and regulations of the board of trustees, and, as a member of the faculty, to interpret to the board proposals and actions of the faculty. The president is hereby clothed with the authority requisite to that end.
 - (2) The president shall be a voting member of all college faculties, of the graduate school faculty, and of the faculty of the arts and sciences, and shall be a voting member and presiding officer of the university faculty and of the university senate. The president shall appoint all committees of the university faculty and of the university senate, unless membership has been designated by rule.
 - (3) After consultation with the steering committee of the university senate, the president may recommend to the board of trustees candidates for honorary degrees. The number of candidates so recommended shall be limited to eight per calendar year. This right and its limitation in no way abrogates the power of the university senate to recommend candidates for honorary degrees (rule 3335-5-41 of the Administrative Code).
- (B) Executive vice president and provost. The executive vice president and provost shall, under the direction of the president, be responsible for and have the requisite authority for the oversight of all academic programs and other instructional and faculty affairs of the university, and shall be the chief operating officer of the university.
- (C) Senior vice president for business and finance and chief financial officer. The senior vice president for business and finance and chief financial officer shall, under the direction of the president, be responsible for and have the requisite authority for the administration of the university's business,

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financial and administrative operations. The senior vice president for business and finance and chief financial officer shall report to the president and, as appropriate, shall consult with the executive vice president and provost.

- (D) Faculty and staff. Within parameters set forth by action of the board of trustees, the president and/or his or her designee(s) shall have the authority to appoint and set the compensation for such other administrative officers, faculty and staff as are necessary to carry out effectively the operation of the university and delegate functions to them with the authority necessary for their proper discharge.
- (E) Delegation of authority. Any authority or responsibility of the president may be delegated by the president to any other member of the faculty or staff of the university, subject to any limitations set forth by action of the board of trustees. Although the president may delegate authority to appropriate officials, the president will retain final authority and responsibility for administration of the university. Delegation of major areas of authority or responsibility shall be in writing and shall be reported to the board of trustees prior to implementation.
- (F) President's cabinet. The president shall convene a president's cabinet that will consist of such members as designated by the president. The primary responsibilities of the president's cabinet shall be to provide advice and counsel to the president, to discuss, deliberate and serve as the primary decision-making body on major university policy issues, information sharing, and such other roles as the president shall determine.
- (G) Principal administrative officials. The term "principal administrative official" shall include the members of the president's cabinet, the deans of the colleges and the dean and directors of regional campuses and their designated staffs, the director of the university libraries, chairs of academic departments, directors of schools and academic centers, and such other administrative officials as determined by the president.

(Board approval dates: 7/21/1978, 11/30/1979, 4/4/1980, 3/6/1981, 4/3/1981, 12/10/1981, 5/7/1982, 6/10/1982, 7/9/1982, 4/1/1983, 11/4/1983, 12/5/1986, 2/6/1987, 10/1/1993, 12/2/1994, 10/1/1999, 2/1/2001, 9/6/2002, 12/5/2003, 5/7/2004, 9/22/2004, 12/2/2005, 2/2/2007, 7/11/2008, 10/29/2010, 8/30/2013, 8/28/2015)

3335-1-04 University faculty.

- (A) University faculty; membership.
 - (1) As used in these bylaws and in the "Rules of the University Faculty," the term faculty shall include persons with regular tenure-track, regular clinical, regular research, auxiliary, and emeritus faculty titles on full or part-time appointments with or without salary.
 - (2) For purposes of the legislative authority described in paragraph (B) of this rule, the term university faculty shall mean all regular tenure-track faculty, the president, members of the president's cabinet, the deans of the colleges and of the graduate school, the executive dean of the colleges of the arts and sciences, and the dean for undergraduate education.
- (B) University faculty; powers.
 - (1) The legislative authority to establish educational and academic policies of the university is vested in the university faculty, subject to the approval of the board of trustees. In this connection, the university faculty shall have the authority, subject to the approval of the board of trustees, to adopt rules to effectuate the educational and academic policies of the university. It shall also act upon all matters of routine faculty business in pursuance of already

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established university policies and shall recommend to the board of trustees candidates for honorary degrees.

- (2) The university faculty may delegate any or all of its authority and responsibility to a university senate if such senate is established by rule and approved by the board.
- (C) Graduate faculty. There shall be established a graduate faculty with such membership and having such authority and responsibility as provided by rule promulgated by the university faculty or university senate and approved by the board.
- (D) College and department or school faculties. There shall be established college and department or school faculties with such membership and having such authority and responsibility as provided by rule promulgated by the university faculty or university senate and approved by the board.

(Board approval dates: 5/4/1984, 2/6/1987, 4/3/1996, 12/5/2003, 6/7/2005, 7/11/2008, 8/28/2015, 5/31/2019)

3335-1-05 University organization.

- (A) University organization. For the purpose of administering the various programs of the university, there shall be established educational and administrative units within the university. All educational units of the university shall be established, altered, or abolished only on vote of the board of trustees.
- (B) Basic educational organization of the university. The basic organization of the educational units of the university shall be departments, divisions, schools, academic centers, colleges, regional campuses, the graduate school, and the agricultural technical institute.
 - (1) Schools, departments, and divisions. The unit of the university for instruction, research, and extension in a defined field of learning is the school, department, or division.
 - (2) Academic centers. The unit of the university for research, instruction, or related service which crosses department, division, school, or college boundaries is the academic center.
 - (3) Colleges and graduate school. For educational administration the university shall be organized into a graduate school and fifteen colleges. The fifteen colleges are: the college of arts and sciences, the college of food, agricultural, and environmental sciences, the Max M. Fisher college of business, the college of dentistry, the college of education and human ecology, the college of engineering, the Michael E. Moritz college of law, the college of medicine, the college of nursing, the college of optometry, the college of pharmacy, the John Glenn college of public affairs, the college of public health, the college of social work, and the college of veterinary medicine.
 - (4) Graduate school. The graduate school shall consist of: those members of the university faculty who are approved to give graduate instruction; a graduate faculty; the research and graduate council; and an administration composed of a curriculum committee, an executive committee, the dean, the secretary and such other administrative officers as are necessary to carry out the responsibilities of the graduate school.
 - (5) Regional campuses. There shall be four regional campuses of the university located at Lima, Mansfield, Marion, and Newark, Ohio.
 - (6) Agricultural technical institute. The unit of the university for instruction leading to the associate of applied science degree in the agricultural technologies is the agricultural technical institute (Wooster). Regarding matters of administration and operation, the

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agricultural technical institute shall function as a school in the college of food, agricultural, and environmental sciences.

(Board approval dates: 2/1/1980, 7/8/1983, 7/12/1985, 6/4/1993, 12/5/2003, 6/7/2005, 7/11/2008, 2/11/2011, 8/28/2015)

3335-1-06 Instruction.

- (A) The university year. The university year shall be divided into two semesters and a summer session with further definition as provided by rule promulgated by the university faculty or university senate and approved by the board.
- (B) Admission requirements. Admission requirements, including admission to advanced standing, for entrance into the university shall be adopted by the board of trustees upon recommendation of the appropriate faculty and the approval of the university senate or the university faculty.
- (C) Courses and curricula. The establishment, alteration and abolition of courses and curricula shall follow the procedures outlined by rule of the university faculty or university senate, as the rule is approved by the board of trustees, and shall be subject to review by the president and by the board (see section 3335.09 of the Revised Code).
- (D) Graduation requirements. The requirements for graduation from the university shall be adopted by the board of trustees upon recommendation of the appropriate faculty and approval of the university senate or the university faculty.
- (E) Degrees and certificates.
 - (1) Degrees and certificates shall be awarded by the board of trustees upon recommendation of the university senate or the university faculty, transmitted to the board by the president.
 - (2) All diplomas issued to those receiving degrees from the university shall be signed by the chair, the secretary of the board of trustees and by the president of the university.

(Board approval dates: 7/6/1984, 7/11/2008, 8/28/2015)

3335-1-08 Miscellaneous.

- (A) Budget. The annual budget, as adopted by the board of trustees and as amended from time to time, shall govern all transactions involving the financial obligations of the university. The budget shall be comprised of classifications in accordance with the budget and financial reporting system adopted by the state of Ohio.
- (B) Appearance before governmental offices, boards and agencies. Subject to specific control by the board of trustees, the preparation and presentation of requests for appropriations from the state of Ohio and all official dealings on behalf of the university with all federal, state and local government offices, boards and agencies shall be under the direction of the president of the university or his or her designee. Unauthorized appearances before federal, state or local government offices, boards and agencies are hereby prohibited.
- (C) Non-discrimination. The Ohio state university is committed to building and maintaining a diverse community to reflect human diversity and improve opportunities for all. The university is committed to equal opportunity and eliminating discrimination. This commitment is both a moral imperative consistent with an intellectual community that celebrates individual differences and diversity, as well as a matter of law. The Ohio state university does not discriminate on the basis of age, ancestry,

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color, disability, gender identity or expression, genetic information, HIV/AIDS status, military status, national origin, race, religion, sex, sexual orientation, or veteran status in its programs, activities, employment, and admission

- (D) Naming of university buildings. University buildings and structures shall be named by the board of trustees following recommendations submitted by the president and the appropriate faculty or other group. Buildings and structures shall not be named for any person who is an officer or employee of the university or the state of Ohio, but may be named for a person who has been retired or has otherwise left such a position for a minimum of three years.

(Board approval dates: 5/8/1987, 2/1/1980, 12/2/1994, 8/28/2015)

3335-1-09 Bylaws, rules and regulations; their promulgation, amendment and repeal.

- (A) Statement of purpose. The foregoing bylaws are intended to provide a general framework for the functioning of the board of trustees as a governing body and for the organization, administration and operation of the Ohio state university. Detailed rules and regulations for the organization, administration and operation of the university may be promulgated, amended and repealed by the board of trustees upon its own initiative or upon the recommendation of the university faculty or the university senate.
- (B) Rules and regulations; promulgation, amendment and repeal.
- (1) The university faculty (either directly or through the university senate) is authorized to recommend through the president to the board of trustees the adoption of detailed rules and regulations for the university faculty. If adopted, these rules shall be called "Rules of the University Faculty" and shall be amended or repealed under the procedures outlined in this rule.
 - (2) The university faculty (either directly or through the university senate) is also authorized to make recommendations through the president to the board of trustees concerning the promulgation, amendment or repeal of the other rules and regulations for the university.
- (C) Rules and regulations; vote by board of trustees. The rules and regulations for the university, including the "Rules of the University Faculty," may be adopted, amended or repealed by a majority vote of the board of trustees at any regular meeting of the board, the notice of which having specified that promulgation, amendment or repeal of the rules and regulations for the university is to be considered.
- (D) Bylaws; adoption, amendment and repeal. Bylaws may be adopted, amended or repealed by a majority vote of the entire board of trustees at any regular meeting of the board, the notice of which having specified that amendment or repeal of the bylaws is to be considered.
- (E) Bylaws; recommendations as to adoption, amendment or repeal. The university faculty or the university senate is authorized to make recommendations through the president to the board of trustees concerning the adoption, amendment or repeal of these bylaws.
- (F) Previous enactments of the board. Nothing contained within these bylaws shall invalidate any lawful action taken under any bylaw, resolution, rule, policy or other legal authority for the government of the university previously enacted by the board of trustees.
- (G) To the extent that any of these bylaws may be inconsistent with the Ohio Revised Code, the code shall control.

(Board approval date: 8/28/2015)

THE OHIO STATE UNIVERSITY 422ND COMMENCEMENT

SUMMER 2019 • AUGUST 4, 2019 • 2 P.M. • JEROME SCHOTTENSTEIN CENTER

Presiding Officer

Michael V. Drake
President

Prelude—1:30 to 2 p.m.

Faculty Brass Quintet

Welcome

Molly Ranz Calhoun
Interim Senior Vice President for
Student Life

Processional

National Anthem

Graduates and guests led by
Daniel C. Stein
Class of 2019

Invocation

Bonnie J. Meyer
Chaplain
Department of Chaplaincy and
Clinical Pastoral Education
Wexner Medical Center

Commencement Address

Rattan Lal
Distinguished University Professor
of Soil Science
Director, Carbon Management and
Sequestration Center
School of Environment and Natural
Resources
College of Food, Agricultural, and
Environmental Sciences
The Ohio State University

Conferring of Distinguished Service Awards

Recipients presented by
Alex Shumate
Board of Trustees
Richard A. Hollingsworth
Gifford Weary

Conferring of Degrees in Course

Colleges presented by
Bruce A. McPheron
Executive Vice President and Provost

Awarding of Diplomas

Welcome to New Alumni

James E. Smith
Senior Vice President of Alumni Relations
President and CEO
The Ohio State University
Alumni Association

Alma Mater—Carmen Ohio

Graduates and guests led by
Daniel C. Stein

Oh! Come let's sing Ohio's praise,

And songs to Alma Mater raise;

While our hearts rebounding thrill,

With joy which death alone can still.

Summer's heat or winter's cold,

The seasons pass, the years will roll;

Time and change will surely show

How firm thy friendship—O-hi-o!

Recessional



Excerpts from the commencement ceremony will be broadcast on WOSU-TV, Channel 34, on Monday, August 5, at 5:00 p.m.

Livestream coverage and a replay of the ceremony in its entirety can be viewed at commencement.osu.edu/video.html.

COMMENCEMENT ADDRESS

Rattan Lal

A world-renowned soil scientist, educator and Buckeye alumnus, Dr. Rattan Lal has served as an Ohio State faculty member for more than 30 years. He has mentored over 170 graduate students and postdoctoral research scientists, hosted 175 visiting scholars from around the world, and authored or contributed to 2,400 scholarly publications and presentations. These accomplishments, in addition to his roles as Distinguished University Professor of Soil Science and director of Ohio State's Carbon Management and Sequestration Center, rank him among the university's preeminent creative leaders.

Listed by Thomson Reuters as one of the world's most influential scientific minds, Dr. Lal studies sustainable soil management and its ability to improve

global food security and mitigate climate change. Highlights of his five-decade career include helping to identify methods to sequester, or lock up, atmospheric carbon dioxide in soil and contributing to reports of the Intergovernmental Panel on Climate Change, which was awarded the Nobel Peace Prize in 2007.

For his commitment and global impact, Dr. Lal won the 2019 Japan Prize, one of the most prestigious honors awarded in science and technology. He also received the 2018 World Agriculture Prize from the Global Confederation of Higher Education Associations for Agricultural and Life Sciences, and the 2018 Glinka World Soil Prize from the United Nations Food and Agriculture Organization.

Dr. Lal has earned honorary degrees from six institutions in the United States, Europe and Asia, and he is a fellow of several professional research societies. He has also held prominent leadership positions with the Soil Science Society of America; International Union of Soil Sciences; Strategic Environmental Research and Development Program Scientific Advisory Board for the U.S. Department of Defense; and Scientific Advisory Committee of the United Nations University Institute for Integrated Management of Material Fluxes and of Resources.

He is a current member of the Science Policy Interface of the United Nations Convention to Combat Desertification and an adjunct professor at the University of Iceland.

RECIPIENTS OF HONORS

Richard A. "Rich" Hollingsworth

DISTINGUISHED SERVICE AWARD

Richard "Rich" Hollingsworth was an exemplary and passionate leader at The Ohio State University. His devotion to enhancing the student experience and promoting leadership development led to the creation of several university-wide initiatives, all of which engage and empower Buckeyes to this day.

Mr. Hollingsworth first joined Ohio State as an undergraduate student nearly 50 years ago. He graduated with a bachelor's degree in social sciences education before earning his law degree at Capital University. He later rejoined the Ohio State community and served as dean and vice president of Student Life as well as a professor, advisor and mentor for countless individuals.

One of his earliest accomplishments was the creation of the Department of Off-Campus and Commuter Student Services, a program dedicated to enhancing connections between off-campus students and the broader university. Mr. Hollingsworth's commitment to building constituency-based services extended to other underrepresented populations as well and became integral to the Student Life Multicultural Center. He also led the planning and construction of several campus treasures, including the Ohio Union, the Recreation and Physical Activity Center (RPAC) and a number of residence and dining halls.

At the core of Mr. Hollingsworth's passion was an intense focus on

encouraging students to become the next generation of leaders. He taught several popular courses, led professional workshops and served as an advisor for Ohio Staters Inc., Undergraduate Student Government and the Ohio State chapter of the NAACP. He retired in 2008.

Mr. Hollingsworth shared his passion for Ohio State with everyone he encountered. He consistently challenged himself and others to think critically about leadership and to discover ways in which to enrich the university and the communities it serves. He passed away in December 2018 and is survived by his wife, Elsie Sanchez.

Gifford Weary

DISTINGUISHED SERVICE AWARD

Since 1978, Dr. Gifford Weary has strengthened the expertise and resources of The Ohio State University's Department of Psychology, elevated the prominence and prestige of the College of Arts and Sciences, and bolstered academic and research excellence to international acclaim.

She received her bachelor's degree in psychology from the University of Kansas and earned her master's and doctorate degrees, also in psychology, from Vanderbilt University. After completing a clinical internship at Columbia Presbyterian Medical Center, she brought her talents to Ohio State, where she quickly ascended through the ranks to become a tenured faculty member and lead the Department of Psychology.

As a former director of the Graduate Training Program in Social Psychology, Dr. Weary mentored and championed her students. She served enthusiastically on thesis committees and fostered academic success, broadly. She received the university's Distinguished Scholar Award in 1984 and the Distinguished Lecturer Award in 2000.

Dr. Weary retired as dean of Social and Behavioral Sciences in the College of Arts and Sciences in 2014. Today, she is professor emeritus of psychology and a member of The Ohio State University Foundation Board of Directors, for which she chairs the Directorship and Nominating Committee. Her connection with students

remains central to her efforts as she further integrates their voices and experiences into the board's outreach and decision making.

Dr. Weary and her husband, David Angelo, are generous supporters of the university. Through an endowment from the Weary Family Foundation, they established the Robert K. and Dale J. Weary Chair to recruit world-renowned social psychologist Dr. Steven Spencer to Ohio State. A dedicated member of the prestigious Oval Society, Dr. Weary also supports Women & Philanthropy to advance the university's impact on individuals and organizations vital to Buckeye Nation.

This program is not an official graduation list.

This printed program lists students who were eligible to graduate for Summer Term 2019, as of 5:00 p.m., July 26, 2019, pending the outcome of final examinations and final grades. Therefore, it should not be used to determine a student's academic or degree status. The University's official registry for conferral of degrees is the student's permanent academic record, kept by the Office of the University Registrar, Student Academic Services Building, 281 West Lane Avenue, Columbus, OH 43210-1132.

Jeon Ahe Ahn, Seoul, South Korea
Bachelor's (Inha University)
Master's (Yonsei University)
Human Sciences
Dr. Milos Bujisic
Dr. Soobin Seo

Stacey Margaret Alex, Columbus
B.A., M.A. (University of Iowa)
Portuguese
Dr. Paloma Martinez-Cruz

Haliima Sadiya Alhassan, Columbus
B.A. (University of Tennessee)
Education
Dr. Antoinette Miranda

Zeynep Aydogdu, Kayseri, Turkey
B.A. (Hacettepe University)
M.A. (University of Wyoming)
Comparative Studies
Dr. Nina Berman
Dr. Pranav Jani

Richard Laurence Bailey, Columbus
B.A., M.S.
Human Sciences
Dr. Donna Pastore

Hailey Ballew, Columbus
B.S., M.Acct. (University of Kansas)
Accounting and Management Information Systems
Dr. Annette Beatty

Ralph Aaron Bauer, Houston
B.S.Mat.Sci.Eng., M.S.
Materials Science and Engineering
Dr. Hendrik Verweij

Mark Aaron Beattie, Durango, CO
B.S.Bus.Adm. (Seton Hall University)
M.A.
Human Sciences
Dr. Brian Turner

Donald Andrew Belcher, Columbus
B.S. (Oklahoma State University)
M.S.
Chemical Engineering
Dr. Andre Palmer

Kathryn Elizabeth Bender, Galena
B.S. (Centre College)
M.S.
Agricultural, Environmental, and Development Economics
Dr. Brian Roe

Blake Robert Bertani, Columbus
B.S.
Microbiology
Dr. Natividad Ruiz

Cameron Austin Best, Upper Arlington
B.A. (Yale University)
Integrated Biomedical Science Graduate Program
Dr. Christopher Breuer

Veronica Elena Betancourt, Columbus
B.A. (Swarthmore College)
M.A.
Arts Administration, Education and Policy
Dr. Karen Hutzel
Dr. Theresa Delgadillo

Juan Bian, Shenyang, China
B.S. (Tianjin University)
Master's (Shanghai Jiao Tong University)
Chemistry
Dr. Susan Olesik

Corinne Frances Bocci, Sagamore Hills
B.A. (Youngstown State University)
M.S.
Agricultural, Environmental, and Development Economics
Dr. Brent Sohngen

Matthew Nicholas Bochter, Columbus
B.S.
Molecular Genetics
Dr. Susan Cole

Isacar Bolanos, Rialto, CA
B.A. (University of California)
History
Dr. Carter Findley

Lorraine Borghetti, Beaver Creek
B.A. (University of Puget Sound)
M.A. (University of Dayton)
Communication
Dr. Zheng Wang

Debangana Bose, Kolkata, India
B.S. (University of Calcutta)
M.A., M.Philos. (Jawaharalal Nehru University)
Geography
Dr. Nancy Ettlinger

Bonnie Elizabeth Bounds, Washington, GA
B.A. (University of North Carolina)
Geography
Dr. Darla Munroe

Miriam Rudavsky Bourgeois, Columbus
B.A. (University of Chicago)
M.A.
Near Eastern Languages and Cultures
Dr. Naomi Brenner

Christopher M. Brown, Cincinnati
B.A. (Northwestern University)
M.A. (University of Connecticut)
Anthropology
Dr. Matthijs Moritz

Lindsey Anne Brown, Cincinnati
Bachelor's (University of Pittsburgh)
D.Phys.Ther.
Health and Rehabilitation Sciences
Dr. Stephanie Roewer

Benjamin Wesley Campbell, Springfield, MO
B.A. (Southern Illinois University Carbondale)
M.A.
Political Science
Dr. Skyler Cranmer

Zhengyu Cao, Dublin
B.Engr. (Beijing University of Posts and Telecommunications)
M.A. (University of Delaware)
M.S. (New York University)
Business Administration
Dr. Lu Zhang
Dr. Kewei Hou

Randall Scott Carpenter, Columbus
B.A., B.S. (Loyola University Chicago)
Neuroscience Graduate Studies Program
Dr. Phillip Popovich

Emma Marie Carroll, Columbus
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M.A.
Sociology
Dr. Korie Edwards

Sourav Chakraborty, West Bengal, India
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Computer Science and Engineering
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Ohio State Biochemistry Program
Dr. Jane Jackman
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Bachelor's (Nankai University)
Master's (Renmin University of China)
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Education
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Mainak Kundu, Naihati, India
B.S. (University of Calcutta)
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Blacklick
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Dr. Karin Musier-Forsyth

Kexing Lai, Nanchang, China
Bachelor's (Central South University)
Electrical and Computer Engineering
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M.S.
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Dr. David Haelzle

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M.A.
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Dr. William Minozzi
Dr. Bear Braumoeller

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Dr. David Nagib

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B.S., M.S. (Seoul National University)
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B.S. (University of Michigan)
M.S. (Villanova University)
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Dr. Barbara Wyslouzil

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B.S. (Nanjing University)
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Fernando Lima e Morato, Columbus
Bachelor's, Master's (Universidade Estadual
de Campinas)
Portuguese
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B.A. (Muskingum University)
M.S. (Ohio University)
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Statistics
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Dr. Radu Herbei

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Dr. Jian-Qiu Wu

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M.S.
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M.S.
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M.S.
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Technology)
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Isabella Palazzo, Columbus
B.S.
Neuroscience Graduate Studies Program

Akshar Patel, Upper Sandusky
B.S.Biomed.Eng.
Biomedical Engineering

Kayla Denise Patterson, Romulus, MI
B.S. (Central Michigan University)
Pharmacology

Jackson Wade Peck, Columbus
B.S.Mat.Sci.Eng.
Materials Science and Engineering

Brett R. Peters, Willoughby Hills
B.S.Educ.
Human Sciences

Travis Lee Peters, Bryan
B.S.Mat.Sci.Eng.
Materials Science and Engineering

Michael Telesfero Picchiotti, Des Plaines, IL
B.S. (Saint Louis University)
Industrial and Systems Engineering

Kelsey Pinckard, Mentor
Molecular, Cellular and Developmental Biology

Joseph Michael Pochiro, Columbus
B.S.
Neuroscience Graduate Studies Program

Zachary Bryant Pollock, Beavercreek
B.S. (Miami University)
Physics

Samantha Lynn Powers, Columbus
B.S., M.S. (University of Maine)
Neuroscience Graduate Studies Program
Dentistry

Nicole Elizabeth Pukos, Dublin
B.S. (State University of New York)
Neuroscience Graduate Studies Program

Sriram Putta, Rajahmundry, India
B.Engr. (Anna University)
Mechanical Engineering

Najah Patrice Denise Queenland,
Elk Grove, CA
B.S. (University of The Pacific)
Pharmacology

Sanjana Rajan, Kanchipuram, India
B.Tech. (Sri Ramaswamy Memorial Institute of Science & Technology)
Molecular, Cellular and Developmental Biology

Vishal Ramesh, Secunderabad, India
B.Engr., M.S. (Birla Institute of Technology and Science)
Mechanical Engineering

Sharad Rawat, Lucknow, India
B.Tech. (Motilal Nehru National Institute of Technology)
Mechanical Engineering

Kevin Howard Ray, Astoria, NY
B.S.Bus.Adm. (University of Pittsburgh)
Human Sciences

Sharath Kattegummula Reddy,
Lake Jackson, TX
B.S. (Texas A&M University)
Chemical Engineering

Jordan Michael Reding, Chagrin Falls
B.S.Env.Nat.Res.
Environment and Natural Resources

Christopher Rohling, Columbus
B.A. (Florida Gulf Coast University)
Human Sciences

Aaron Mckay Samarin, Fresno, CA
B.S.Educ.
Human Sciences

Melvin Gabriel Santiago, Huber Heights
B.S. (Case Western Reserve University)
Physics

Brianna Alyssia Schneider, Beavercreek
B.S.Educ.
Horticulture and Crop Science

Jeremy Andrew Schnorrenberg, Marysville
B.S. (United States Military Academy)
M.S. (Webster University)
Chemical Engineering

Katherine M. Seymour, Columbus
B.A. (Case Western Reserve University)
D.D.S.
Dentistry

Noreen Hamed Shaaban, Winchester, VA
B.Med., B.Surgery., Master's, Doctorate
(Zagazig University)
Pharmacology

Sweetey Shah, Conover, NC
B.A. (University of North Carolina)
Dentistry

Rashid Shaibu, Pickerington
B.S.Nurs. (Otterbein University)
Nursing

Shengyue Shan, Wuhu, China
B.Engr. (Sichuan University)
Food Science and Technology

Nikhil Prakash Shandilya, Bangalore, India
B.Engr. (Visvesvaraiha Technological
University)
Computer Science and Engineering

Dipti Shankar, Mangalore, India
B.Engr. (Visvesvaraya Technological
University)
Computer Science and Engineering

Saravanakumar Shanmugam Sakthivadivel,
Chennai, India
B.Engr. (Anna University)
Computer Science and Engineering

Meicheng Shen, Guangzhou, China
B.S. (South China Normal University)
Environmental Science

Zesong Shen, Shantou, China
B.S. (Zhejiang Sci-Tech University)
Physics

Mulaine Shih, Columbus
B.S., M.S. (National Tsing Hua University)
Materials Science and Engineering

Iftekhar Ahmed Showpnil,
Dhaka, Bangladesh
B.A. (Ohio Wesleyan University)
Molecular, Cellular and Developmental Biology

Steven Morgan Simpkins, Cincinnati
B.S.Eng.Physics, B.S.Mat.Sci.Eng.
(University of Illinois at Urbana-Champaign)
Materials Science and Engineering

Matthew James Gianakos Smylie, Hilliard
B.S. (University of Pittsburgh)
Physics

Md Shahadat Hasan Sohel,
Dhaka, Bangladesh
B.S., M.S. (Bangladesh University of
Engineering and Technology)
Electrical and Computer Engineering

Patrick John Sours, Columbus
B.S.Civ.Eng.
Food, Agricultural and Biological Engineering

Mallary Nichole St. John, Bryan
B.A. (Miami University)
D.D.S.
Dentistry

Amanda S. Steller, Columbus
B.F.A.
Nursing

Tyler Lewis Stevens, Georgetown, KY
B.S. (Northern Kentucky University)
Molecular, Cellular and Developmental Biology

Jeffrey Raymond Stewart, Madeira
B.S.Weld.Eng.
Welding Engineering

Katie Lauren Stock, Eagan, MN
B.A. (College of Wooster)
Human Sciences

Elizabeth J. Stone, North Kingstown, RI
B.S. (University of North Carolina)
Neuroscience Graduate Studies Program

Kyle Alexander Sullivan, Columbus
B.A. (University of Virginia)
Neuroscience Graduate Studies Program

Anoop Sunil, Alappuzha, India
B.Tech. (National Institute of Technology
Karnataka)
Mechanical Engineering

Yossathorn Tawabutr,
Nakhon Pathom, Thailand
B.S. (Harvey Mudd College)
Physics

Gaurav Vinayak Tendolkar, Thane, India
B.Tech., M.Tech. (Indian Institute of
Technology Bombay)
Electrical and Computer Engineering

Hannah Louise Thek, Surrey Hills, Australia
B.S.Biomed.Eng.
Biomedical Engineering

Macaire Claire Thiel, Columbus
B.S., D.D.S. (Marquette University)
Dentistry

Haidong Tian, Shenyang, China
Bachelor's (Zhejiang University)
Master's (Peking University)
Physics

Meika Marie Travis, Columbus
B.S.
Pharmacology

Shailesh Tripathi, Jodhpur, India
B.Tech. (Indian Institute of Technology)
Computer Science and Engineering

Miheer Mukund Vaidya, Columbus
B.Tech. (University of Pune)
Computer Science and Engineering

Spencer D. Wade, Columbus
B.S. (University of Michigan)
D.D.S.
Dentistry

Derek Reed Walton, Worthington
B.S.Educ.
Human Sciences

Yuechun Wang, Nanjing, China
B.S. (Nanjing University)
Atmospheric Sciences

Lynn Wardlow, Columbus
M.B.A., Pharm.D. (Drake University)
Pharmacology

Emily Warnimont, Rock Valley, IA
B.S. (The University of Findlay)
Agricultural and Extension Education

Rachel Pauline Warren, Youngstown
B.S.Food.Ag.Bio.Eng.
Civil Engineering

Timothy Douglas Weirich, Columbus
B.S.Mat.Sci.Eng.
Materials Science and Engineering

Ryan Scott Wilber, Columbus
B.S.Mech.Eng.
Mechanical Engineering

Matthew Robert Willman, Wooster
B.S.Agr.
Horticulture and Crop Science

Clayton Allan Wilson, Greensboro, NC
B.S. (Clemson University)
Chemistry

Traven Aldin Wood, Moxahala
B.S. (Ohio University)
Public Health

Ruohan Wu, Baotou, China
B.S. (Ohio University)
Molecular, Cellular and Developmental Biology

Kaiying Xie, Guangzhou, China
Bachelor's (South China University of
Technology)
Electrical and Computer Engineering

Yutong Yang, Changzhou, China
B.A. (Nanjing University)
Chemical Engineering

Bu Yu Yeh, Taichung, Taiwan
B.Engr. (Feng Chia University)
M.S. (National Chung Hsing University)
Materials Science and Engineering

Hyojung Yoon, Paju-si, South Korea
B.S. (Chung-Ang University)
Molecular, Cellular and Developmental Biology

Atieh Yousefi Koupaei, Esfahan, Iran
Bachelor's (Isfahan University of Technology)
Biomedical Engineering

Abigail Ann Zalenski, Canton
B.S.
Neuroscience Graduate Studies Program

Jingtao Zhang, Columbus
Bachelor's (Zhejiang University)
Chemistry

Yiran Zhang, Hefei, China
Bachelor's (Anhui Agricultural University)
M.S. (Georgia Southern University)
Statistics

Mason Clay Zimmer, Dayton
B.S.Educ.
Human Sciences

Master of Social Work

Fatma Saad H Almalki, Columbus
B.A. (Capital University)
Social Work

Kristen Alsept, Columbus
B.S.Ald.Hlth.Prof., M.Pub.Hlth.
Social Work

Dominique Renee Breeze, Ripley
Bachelor's (Northern Kentucky University)
Social Work

Marta Best Csejtey, Dublin
B.A.
Social Work

Alexander Francisco DeLeon, New Albany
B.A. (Earlham College)
Social Work

Mary Dianne Dempsey, Hilliard
B.S.Soc.Work (University of Cincinnati)
Social Work

Melanie Elizabeth Ferguson, Kettering
B.A. (Waynesburg University)
Social Work

Christopher Steven Macias, Moreland Hills
B.A.
Social Work

Jennica Marie Mann, Hilliard
B.A.
Social Work

William A. McGinty III, St. Charles, IL
Bachelor's (Illinois State University)
Social Work

Lisa Renee Neff, Powell
B.S. (Franklin University)
Social Work

Amanda Lynn Nowman, Piqua
Bachelor's (Olivet Nazarene University)
Social Work

Candace Alise Olley, Cedarville
B.S. (Cedarville University)
Social Work

Meyerlyn Leticia Sanchez, Columbus
B.A. (Humboldt State University)
Social Work

Taylor Kathryn Sanfrey, Warren
B.A.
Social Work

Jessica Ann Slocum, Westerville
B.A.
Social Work

Dawn Zweier, Blacklick
B.A.
Social Work

Master of Sports Coaching

Morgan Elizabeth Fee, New Albany
B.S.Agr.
Human Sciences

Nicholas Gregory Myers, Columbus
B.S. (Springfield College)
Human Sciences

Specialized Master in Business

Ikponmwoosa Agho, Columbus
B.S. (Otterbein University)
Business Administration: Analytics

Megan R. Appelt, Columbus
B.S. (Indiana University)
Business Administration: Analytics

Brandi Cade, Columbus
B.A.
Business Administration: Analytics

Sarah Condon, Columbus
B.A. (Miami University)
Business Administration: Analytics

Ian Cunningham, Steubenville
B.A. (Youngstown State University)
Mstr.Hmn.Res.Mgt.
Business Administration: Analytics

Shyni K. David, Dublin
B.Engr. (Pandit Ravishankar Shukla University)
Business Administration: Analytics

Samantha Rice Day, Columbus
B.A. (Denison University)
M.B.A.
Business Administration: Analytics

Alexandra L. Duquenne, Cleveland
B.A., B.S.Bus.Adm.
Business Administration: Analytics

John D. Ellis, Dublin
B.S. (Wright State University)
Business Administration: Analytics

Kunal Gupta, Columbus
B.S.Bus.Adm.
Business Administration: Analytics

Matthew Hawes, Eagle, ID
B.S. (Brigham Young University)
Business Administration: Analytics

Kristopher Koloini, Columbus
B.A., B.S. (University of Toledo)
Business Administration: Analytics

Manish Kumar, South Windsor, CT
B.Engr. (Utkal University)
Business Administration: Analytics

Sophia Y. Lai, Columbus
B.S.Bus.Adm.
Business Administration: Analytics

Danielle Marie Lumbatis, Newark
B.S.Hlth.Reh.Sci.
Business Administration: Analytics

Josh Mark, Louisville, KY
B.S. (Indiana University)
Business Administration: Analytics

Mary McClain, Columbus
B.A. (College of Wooster)
Business Administration: Analytics

Marianne K. Morgan, Columbus
B.S. (Northern Illinois University)
Business Administration: Analytics

Tasneem Motiwala, New Albany
B.S., M.S. (University of Mumbai)
M.Pub.Hlth., Ph.D.
Business Administration: Analytics

Christopher R. Owens, Westland, MI
B.S.Bus.Adm.
Business Administration: Analytics

Esther S. See, Columbus
B.S.Design
Business Administration: Analytics

Marek Simon, Columbus
B.S.Physics (University of Tulsa)
M.S., Ph.D.
Business Administration: Analytics

This program is not an official graduation list.

This printed program lists students who were eligible to graduate for Summer Term 2019, as of 5:00 p.m., July 26, 2019, pending the outcome of final examinations and final grades. Therefore, it should not be used to determine a student's academic or degree status. The University's official registry for conferral of degrees is the student's permanent academic record, kept by the Office of the University Registrar, Student Academic Services Building, 281 West Lane Avenue, Columbus, OH 43210-1132.

College of Arts and Sciences

Executive Dean: Gretchen Ritter

**Peter L. Hahn, Divisional Dean
Arts and Humanities**

**Luis G. Casian, Divisional Dean
Natural and Mathematical Sciences**

**Morton E. O'Kelly, Divisional Dean
Social and Behavioral Sciences**

Bachelor of Arts

Hodon Ali Abdullahi, New York, NY
Seth Michael Abrams, San Diego, CA
Nidal Husam Abu-Kwiek, Columbus
Ken Perry Agustin, Parma Heights
Emma Jamal Al-Hamoudi, Toledo
Badria Mohamed Ali, Djibouti
Fairuz Ali, Columbus
Eric Robert Allen, Bowling Green
Jason Marcel Allen, Houston, TX

Magna Cum Laude
Riley Armstrong Alton, Olmsted Township
Summa Cum Laude

Faris Samer Alzayed, Chicago, IL
Joshua Douglas Anderson, Westerville
Damon Arnette, Fort Lauderdale, FL
Alexander Thomas Arnold, Morehead, KY
Anthony Joseph Baker, Cincinnati
Katherine Elizabeth Baker, Zanesville
Nicholas James Baker, Oakwood
Malik Barrow, Tampa, FL
Christian S. Beal, Champaign, IL
Cum Laude

Connor Andrew Behm, Tiffin
Reno Michael Bernardo, Westerville
Binayak Bhattacharjee, Dhaka, Bangladesh
Charity R. Binford, Columbus
Rachel Ann Boogaard, Dublin
Taylor Alexander Boveine, Columbus
Maria Kathryn Bowen, Pataskala
Cole Richard David Bowling, Ashville
Jacob William Brewster, North Canton
Ethan Gregory Brown, Portsmouth
Eric Michael Brunner, Dublin
Jason Bryant, Columbus

Maris Jane Bucci, Bellville
Megan Louise Bugg, Cleveland
Michael Joseph Buonaiuto, Columbus
Emma Elizabeth Burkholder, Columbus Grove
Cum Laude

Jada Divine Campbell, Cleveland
Carla Renee Caprella, Lima
Cum Laude
Jake Robert Carlson, Cleveland
Danielle Nicole Carter, Marysville
Gioconda Stephany Chicaiza, Quito, Ecuador
William Chinchar, Willowick
Erin Elizabeth Cisneros, San Antonio, TX
Magna Cum Laude

Alyce Danielle Clayton, Cleveland
Christopher Clinton Colles, Dublin
Rachel Faye Connors, Bexley
Kaitlyn Nicole Cooke, Thornville
Brandy K. Coulter, Mansfield
Kevin Putnam Crawford, Vero Beach, FL
Gabriel Philip Cuddy, Hubbard
Carly Anne Culbertson, Galloway
Brian Christopher Davis, Jr., Pittsburgh, PA
Cum Laude

Guy Lindhart-Edward Davis, Aurora, IL
John Alexander DeLong, Akron
Ruidi Dou, China
Jacob Robert Dretzka, Galion
Blair Gideon Dropsey, Mansfield
Darin Lee Eastley, Columbus
Troy Alan Eastman, Medina
Cum Laude

Megan Edelman, Lyndhurst
Cum Laude
Sarah Kathleen Egbert, Kettering
Khalid Ibrahim Elbadawi, Washington, D.C.
Patrick Albert Emerson, Columbus
Erin Avery Emery, Rockaway, NJ
Destiny Evans, Cleveland
John Harold Evans, Galion
Cum Laude

Sowda Mohamed Farah, Columbus
Joshua Neal Farley, Overland Park, KS
Samantha Farrar, Rhome, TX
Benjamin Gabriel Feltlinger, Cincinnati
Brandon Fowler, Mingo Junction
Reid Fragel, Grosse Pointe, MI
Sophia Rose Frechette, Ormond Beach, FL
Emme Reed Furlong, Solon
Magna Cum Laude

Kylie Marie George, Dublin
Thomas Michael Gerris, Westfield, NJ
Alexis Elaine Gillman, Thornville
Taylor Marie Giordullo, Cincinnati
Summa Cum Laude
Emily Kirsten Glassmeyer, Cincinnati
Magna Cum Laude
with Research Distinction in History

Jacob Graham, Westerville
Harrison Isaac Grandey, Dublin
Alex Michael Green, Circleville
Claire Nichole Greve, Cincinnati
Wenxia Gui, Shanghai, China
Cum Laude
Mariah Hamilton, Beallsville
Breanna Desiree Harvey, Chillicothe
John-Michael Alton Haught, Sidney
Joshua Sadaharu Herndon, Hamilton
Reneard Hill II, Little Rock, AR
Sarah Jean Holt, Aurora

Chelsea Nicole Hotchkiss, London
Travis Eugene Hothem, St. Clairsville
Sarah Brianne Hutchinson, Toledo
Cum Laude

Silvia Hanna Iammarino, Cleveland
Magna Cum Laude
Alma Sana Jahan, Columbus
Indeep Kaur Janda, Solon
Cum Laude

Jisoo Jin, Columbus
Yingzi Jin, Taizhou, China
Magna Cum Laude

Jack Andrew Johns, Hilliard
Carly Morgan Johnson, Worthington
Logan A. Johnson, Columbus
Djeneba Kaba, Columbus
Syeda Kenza Kamal, Dublin
Cum Laude
with Research Distinction

Paige Noelle Kaune, Fort Knox, KY
Summa Cum Laude

Carly Ann Kauppila, Commerce Township, MI
Meghan Shae Keller, Marysville
Hyoeun Kim, Columbus
Marte' Tyrone Kimbrough, Cleveland
Beth Ann King, Gallipolis
Jennifer Lee Kitzler, Carey
William Alexander Klier, Tampa, FL
Ryan Matthew Knighton, Newark
Ravali Kode, Springboro
with Research Distinction in Chemistry

Joshua Oliver Kohn, Boca Raton, FL
Elias John Kuntupis, Delaware
Jeffar Nathan Kusi, Columbus
Mason McDougal Lautzenheiser, Canton
Charles Andrew Lawson, Columbus
Andrew David Levy, Pepper Pike
Yiqi Li, Jinan, China
Morgan Long, Springfield
Patrick Richard Magalski, Brunswick
Sean Laddislaus Magalski, Brunswick
Loren Elizabeth Magaw, Columbus
Bailey Marie Maholm, Columbus
Cum Laude

Michael George Malacos, Dublin
Jessica Marie Maldonado, Cleveland
Lauren Hope Marshall, Findlay
Magna Cum Laude
Gina E. Martinez, Dublin
James Connor Mason, Bellefontaine
Magna Cum Laude

Kiela Matthews, Hope Mills, NC
Jessica Maziarz, Amherst
Cum Laude
Katherine McGuire, Mount Vernon
Brittney Elaine McIntyre, Columbus
Magna Cum Laude

Nicholas Zachary Michael, Dayton
Cum Laude
Sabrina Michalak, Houston, TX
Brooke Marie Miller, Johnstown
Bryan Alexander Mitchell, Boulder, CO
Cum Laude

Makenzie Lauren Moore, Ashville
Austin Michael Mortimer, Pittsburgh, PA
Brittany Marie Mosley, Akron
Kathleen Elizabeth Muma, Gaithersburg, MD
Summa Cum Laude
Kayla Monique Myrthil, Pataskala

Navya Reddy Nalla, Dublin
Nicole Neal, Cleveland
Marisa Kay Nealon, Hilliard
Michael Patrick Neil, Shreve
Collin Andrew Neri, Columbus
Craig Neutzing, Columbus
Andrew Kent Newman, Columbus
Quynh Trang Brittany Nguyen,
Carol Stream, IL

Dan Nie, Changsha, China
Lucas Alan Niebel, Lima
Clay Christian Niemczura, Hudson
Matthew James Novak, Delaware
Breanna Lynn Novotney, Columbus
Chloe O'Connor, Columbus
Vaughn Gregory O'Neal, Cincinnati
Douglas Lawrence Palmer, Beloit
Zizhou Pan, Inner Mongolia, China
Cum Laude

Daniel Youngjae Park, Charlottesville, VA
Zachary Pascoe, Pataskala
Aakash Nilesh Patel, Dublin
Mackenzie Patrick, Columbus
Summa Cum Laude

William Peavler, Columbus
Hannah Elizabeth Peavy, Grove City
Peter Ryan Penwell, Upper Sandusky
Jacob Christopher Phipps, Waynesville
Nicholas Taro Pierce, Murrysville, PA
Jacob Lee Potts, Westerville
Dominic Michael Prenatt, Bellevue
Michael Kim Purdin, Schweinfurt, Germany
McKenzie Anne Radde, Gahanna
Naveen Yogesh Rao, Shorewood, IL
Shashank Sharad Rawale, Powell
Tyler Matthew Reamer, Fostoria
Brenn Riggs, Columbus
Jenicka Kelly Roche, Gahanna
Amber Nicole Rossi, Clovis, NM
Cum Laude

Alexandra Rumbaugh, Geneva, IL
Kalei Shaune Russell, Vermilion
Gabriela Salvini, Chagrin Falls
Magna Cum Laude

Sarpomaa Antonia Sarpong, Gahanna
David Michael Sayers, Louisville
Hannah Jean Schneider, Nashport
Sarah Caitlyn Schoelwer, Vermilion
Samantha Maria Schrama, Akron
Kinsler Evan Sebastian, Monroe
Brandon Seiden, Dix Hills, NY
Mikayla Lynn Shaffer, Pickerington
John Nicholas Sheldon, Ontario
Quanzhe Shi, Shenyang, China
Cole Antony Smith, Troy
Jacob Michael Smith, Tipp City
Joseph Stephen Smith, Columbus
Cum Laude

Michael Conner Somerville, Powell
Molly L. Sprague, Marysville
Sreya Sristi, Mechanicsburg, PA
Isabel Marie Staats, Granville
Summa Cum Laude

Jesse Stacy, Vandalia
Elizabeth Ellen Stiles, Hudson
Alexandra Fay Strashnov, Marlboro, NJ
Reid Austin Studer, Mansfield
Yuting Tang, Hefei, China
Hamza Tarazi, Worthington

Emma Pike Terres, Columbus
 Stephanie Elen Thielemann, Bozeman, MT
 Raqueal Denise Toran, Delaware
 Dominic John Turk, Mayfield Heights
 Jessica Michelle Turner, Reynoldsburg
 Neil McNamara Varnish, Strongsville
 Duane Christian Vasquez, Belize
 Xheni Veliu, Fier, Albania
 Benjamin Matthew Venemar, Amherst
 James Augustus Vogel, Cincinnati
 Jenna Anne Walker, Zanesville
 Kara Ann-Louise Walker, Pittsburgh, PA
 Jiayu Wang, Hefei, China
 Shen Wang, Shenyang, China
 Ally Victoria Wanstedt, Bryan
 Cloe Watson, Dayton
Summa Cum Laude
with Research Distinction in English
 Skylar Weese, Columbus
 ZhiHeng Wei, Tangshan, China
 Marissa Ashley Weller, Broadview Heights
 Matthew Bruno-William Wiese, Dublin
 D'Aaron Lamont Williams, Kankakee, IL
 Johnathan E. Williams, Pickerington
 Tyler Clemson Wood, Gahanna
 Jessica Diane Wooten, Delaware
Magna Cum Laude
 Ming Chao Wu, Taiwan
 Manru Yan, China
Magna Cum Laude
 Melissa Rose Yen, Shaker Heights
 Clement Zhan Seng Yong,
 Port Klang, Selangor, Malaysia
Cum Laude
 Erica Yuan, San Diego, CA
 Xinwen Zhang, Nanning, China

Bachelor of Arts in Journalism

Jerrold Alan Mogan, Columbus
Cum Laude

Bachelor of Art Education

Danielle Wyn Hickman, Pickerington
Cum Laude

Bachelor of Fine Arts

Gina Marie Barth, Troy
Cum Laude
 Mark David Bell, Philadelphia, PA
 Paolo Torio Sumera, Quincy

Bachelor of Music Education

Rashad Larry Mitchell, Brecksville

Bachelor of Science

Logan Aldrich, Lake Orion, MI
 Abigail Lynn Allen, Columbus
 Taylor Renee Ames, Dayton
 Aubry Beany, Marysville
 Jamie Daniella Besaw, Columbus

Megha Bhagavan, Westerville
 Amna Bibi, Gahanna
 Emma Grace Bleick, Cleveland Heights
 Cole Michael Bringham, Dublin
 Adam Michael Brinkman, Ottawa
Magna Cum Laude
 Maxwell Charles Budd, Granville
Summa Cum Laude
with Honors in the Arts and Sciences
 Hailey Nicole Bullock, Mount Vernon
 Justine Lillian Bunnett, Ashtabula
 Ruiqi Cao, Hunan, China
 Minso Choi, Sylvania
 Christopher Colvin, Hilliard
 Tyler Cook, Columbus
 Michael Kilian Denzel, Westerville
Cum Laude
with Honors in the Arts and Sciences
 Gwendolyn Warner Downey, Grandview
 Grace Marie Fermann, Cincinnati
 Jordan Matthew Fox, Bellefontaine
 Mario Franco-Di Tore, Maumee
 Anyi Gao, Yichang, Hubei, China
 Jessica Lynne Garrett, Dayton
Cum Laude
 Nia Ain Gayle, Monroe
 Macenzie Aree Grant, Brookville
Magna Cum Laude
 Anna Guo, Philadelphia, PA
Cum Laude
 Andrew Ross Hamiel, Dayton
 Rebecca Lynne Haninger, Westerville
Magna Cum Laude
 Kaitlyn Marie Hayes, Cincinnati
 Anna Elizabeth Heyman, Grove City
 Courtney Elizabeth Hickey, Marysville
 Celeste Marie Hinerman, Newark
Cum Laude
 Yuhua Huang, Chongqing, China
with Honors in the Arts and Sciences
 Nicholas Aaron Idzkowski, Powell
 Ann Marie Imanywoha, Kampala, Uganda
 Indeeep Kaur Janda, Solon
Cum Laude
 Catherine Anne Jelenic, Mentor
Cum Laude
 Bailey Morgan Jones, Massillon
Magna Cum Laude
 Sydney Elaine Ann Jones, Canal Winchester
 Ariana Marisol Juarez, Defiance
 Daniel Theodore Keuchel, Cleveland
 Maninder Khosla, Dublin
 Rajan Mahesh Khosla, Jr., Cleveland
 Ryan William Koester, Burlingame, CA
 Guo Lin, Naperville, IL
Cum Laude
 Amy Rongyan Luo, Solon
Magna Cum Laude
with Honors in the Arts and Sciences
with Honors Research Distinction in Evolution and Ecology
 Amir Majlessi, Pittsburg, CA
 Nicholas Ralph Marano, Swedesboro, NJ
 Jillian Heather Meek, Medina
 Paul J. Merry, Endicott, NY
 Zachary Ray Miculka, Hilliard
with Research Distinction in Earth Sciences
 Andrew Tarik Muskara, Gates Mills
 Samantha Kylee Newman, Sidney

Mohammad Momin Aziz Noor, Columbus
 Elena R. Nutter, Akron
 Michael Maurice O'Brien, Dublin
 Elizabeth Jeanne O'Donnell, Dayton
 Madison Jayne Osborne, Grandview Heights
 Rebecca Lauren Packard, Maineville
 Eric Christopher Parsons, Columbus
Cum Laude
 Sonali Hetal Patel, Elyria
 Sunit Atul Patil, Nashik, India
Cum Laude
 Yu Peng, Guilin, China
Magna Cum Laude
 Lilly Raco, Valley City
Cum Laude
 Bharath Rajkumar, Cincinnati
 Akshaya Priyalatha Raviraj, New Albany
 Kaylin Marie Reddick, Coshocton
 Graham Logan Reese, Kenton
 Christopher Michael Rinard, Cleveland
 Dallan Yun-Shieh Roan, Ann Arbor, MI
 Darien A. Robinson, Akron
 Waliah Saif, Hilliard
Cum Laude
 Jack Samuel Shirley, Dublin
 Stuart Jacob Silverman, Cincinnati
 Sharp Robert Skopec, Chagrin Falls
Magna Cum Laude
with Research Distinction in Earth Sciences
 Nicolas Gianni Suglio, Miamisburg
 John Marshall Suttle, Dublin
 Marlon Robert Szczepaniak, Warren
Cum Laude
 Antwan Tate, Fort Washington, MD
 Danielle K. Taylor, Columbus
Cum Laude
 Victoria Leigh Thurman, Macon, MO
 Daniel Perceval Tugaen Trouten,
 St. Clairsville
Magna Cum Laude
 Samuel James Wagner, Pentwater, MI
 Caroline Edith Watt, Ashtabula
Magna Cum Laude
 Kadajah Tyshonna Webster, Hopewell, VA
 Griffin Dennis Weeks, Jackson, MI
 Nicole Leigh Wehner, Sparta
 Yang Yang, Beijing, China
 Austin Yao, Mason
 Benjamin Ray Zajdlar, Parma
 Yiwei Zhang, Fuzhou, China
 Zhiyuan Zhao, Taian, Shandong, China
Magna Cum Laude
 Junfa Zhu, Quanzhou, Fujian, China
Magna Cum Laude

Emily Catherine Benjamin, Wauseon
 Abbie Nichole Bishop, New Lexington
 Kayle Lyn Blackburn, Canton
Cum Laude
 James Edward Braun, Jackson Center
Summa Cum Laude
 Brittany Nicole Brown, West Salem
 Bobbi Burchinal, Delaware
 Elizabeth Rose Champlin, Granville
Cum Laude
 Lauryn Clark, Akron
 Brianne Gabrielle Coulombe, Lewis Center
 Victoria Jane Coward, Granville
Cum Laude
 Steven Edward Cummins III, Uica
 Katelyn Nicole Davey, Crestline
Cum Laude
 Joshua Mikel Davis, Mansfield
Cum Laude
 Delaney Jae Dearing, Kenton
 Cynthia Ann Decker, Delaware
 Said A. Diriyeh, Columbus
 Corey H. Diroll, Huron
 Nha Le Doan, Reynoldsburg
 McKenzie Ann Dunaway, Newark
Cum Laude
 Mackenzie Lynn Evans, Mansfield
 Nicholas Andrew Everly, Cincinnati
 Hayley Cheyenne Gasiorowski, Toledo
 Tyler Gates, Troy
 Amanda Nicole Gifford, Marion
Cum Laude
 Ian Gongwer, Lexington
 Alexander Tyler Goodman, Columbus
 Tristan Charles Gosser, Galion
 Alyssa Nicole Gottschling, Brunswick
 Samantha Rose Grogg, Mount Gilead
 Joel Dennis Harvey, Montville
Magna Cum Laude
 Kierstin Brooke Hatten, Baltimore
 Connor Michael Holt, Columbus
 Jeremy James Johnson, Marion
 Ashley Nicole Keener, Bucyrus
 Madeline Kae Keister, Strongsville
Cum Laude
 Ashley Susan Keller, Piqua
 Cort Douglas Klingel, Marion
 Blake Corbett Knollman, Powell
 Ali Michelle Konkle, Sycamore
 Carley Jordan LaDu, Marysville
Magna Cum Laude
 Jared Landberg, Reynoldsburg
 Ashton R. LaPene, Mount Vernon
 Chance Edward Lee, Loudonville
 Jesse LaDonna Lee, Shelby
 Ryan Patrick Long, Mansfield
 Crystal Lynn Lumley, Powell
 Kerri Ann Manley, Wooster
 Ian Mansperger, Columbus
 Thomas Paxton McGrath, Newark
 Melody Alexis Meringer, Pickerington
 Rebecca Lynn Meyer, Columbus Grove
 Sydney Jordin Millard, Pierpont
Summa Cum Laude
 Teajsha Shanea Mitchell, Cleveland
 Jason Mott, Mansfield
 Mitchel Nation, Columbus
 Daniel Jeffrey O'Brien, Ontario
 Parth Ritesh Kumar Patel, Wapakoneta

Associate of Arts

Jaidyn Nicole Adkins, Newark
 Farhiya Hussan Ahmed, Columbus
 Karen Arbun, Marion
Cum Laude
 Nicholas Arnold, Pataskala
 Abigail Lee Athey, Newark
 Troy Edward Baldwin, Nashport
 Bailey Lauren Bale, Delaware
 Nathaniel Lamar Bankston IV, Lima
 Payton Claire Baxter, Brunswick
Cum Laude

Julia Paxton, Mount Vernon
Zachary Allen Paynter, Newark
Briana Marie Percher, Brookpark
Cum Laude

Devin Allan Pierce, Lima
Josie Rae Reed, Marysville
Nathan Rinehart, Mansfield
Karamjot Sarai, Medina
Magna Cum Laude

Preston Howard See, Mansfield
Zach Matthew Shaffer, Marion
Brianna Showalter, Richwood
Evan Robert Silvers, Powell
Mara Ann Snyder, Marengo
Derrick Ronald Spittler, Troy
Megan Sprader, Galena
Jennifer Lynn Spring, Newark
Matthew Bernard Stars, Marion
Connor Patrick Stewart, Powell
Caleb Alexander Tincher, Delaware
Annie Louisa Toth, Newark
Zachary Scott Wolanin, Olmsted Falls

The Max M. Fisher College of Business

Dean: Anil K. Makhija

Bachelor of Science in Business Administration

Rupin Balabhadra, West Bloomfield, MI
Mitchell Barnes, Huntington Beach, CA
Joseph George Belz III, Willowick
Cum Laude

Charles Bradley Boggus, Killen, AL
Thomas Michael Bookheimer, Westerville
Cum Laude

Kathleen Sue Boyer, Pataskala
Wangkai Chen, Shanghai, China
Khalil M. Clements, Cleveland
Summa Cum Laude

Hynson Davis Cole, Fernandina Beach, FL
Benjamin Daniel Cooper, Cincinnati
Kyle Ryan Crichton, Greenwich
Magna Cum Laude

*with Honors in Business Administration
with Honors Research Distinction in Finance*

Matthew Kenneth Cross, Westerville
Tenzin Dachung, Columbus
Simon Lawrence Dadosky, Cincinnati
Summa Cum Laude

John William Daniels, Beaver creek
Cum Laude

Veronica Yvonne DeAnda, Sylvania
Nicholas Evan DeFrancesco, Solon
Cum Laude

Sean Christopher Devney, North Royalton
Cody Michael Didick, Homeworth
Cum Laude

Huzaiifa K. Doctor, Lewis Center
William Joseph Eichel, Columbus

Xueqi Feng, Beijing, China
Magna Cum Laude

Gabrielle Sarah Fireman, New Albany
Lindsay Grace Fox, Bellevue
Danielle Ann Gollehon, Whispering Pines, NC
Magna Cum Laude

Joseph Louis Grespin III, Huron
Cum Laude

Weifan Gu, Yancheng, China
YuTong Guan, Beijing City, China
Muhammad Hariz Bin Hamad Faesol,
Ipoh, Perak, Malaysia
Alex Joseph Haynes, Norwalk
Yixian He, Guangdong, China
Magna Cum Laude

Justin Brett Heller, Melville, NY
Alexandra Henderson, Canton
Cum Laude

Michael James Hritz, Mentor
Magna Cum Laude

Jackson A. Kaiser, Heath
Kouassi Vignon Kouassi, Columbus
Rachel Mary Leffel, New Knoxville
Joseph Edward Leonarides, Twinsburg
Sinuo Li, Dalian, China
Magna Cum Laude

Weihang Lu, Shanghai, China
Derek Steven Maag, Ottawa
Magna Cum Laude

Maclin William Masterson, Zanesville
Adriana Francesca McMillian,
Liberty Township

Victoria Ruth Meadows, Cuyahoga Falls
Isabella Meese, Sugarcreek
Nicole Delgado Molina, Richmond Heights
Chase Emerson Norman, Worthington
Liam O'Hara, Dublin
Griffin Thomas Olson, Columbus
Alexander Joseph Paquet, Columbus
Ishani Parekh, Naperville, IL
Nicholas Gregory Pauley, Charleston, WV
Shane Michael Pinnick, Marion
Kaitlyn Alexandra Porter, Lancaster
Fletcher Rick Quigley, Williamsport, PA
Ziyad Rasul, Columbus
Kevin Louis Renda, Perrysburg
Magna Cum Laude

Robert Francis Roddy, Independence
Summa Cum Laude

Hongpei Shan, Xin Yu, China
Marqus Xavier Smith, Columbus
Max Isaac Sternburg, Waban, MA
Carson Edward Susich, Loveland
Owen Twearthy, Clarendon Hills, IL
Kamran Ukhtiyayev, Dayton
Shiji Wei, Hangzhou, China
Jennifer Z. Welch, Canal Winchester
Claire Juliet Wiles, Powell
Chengjun Xia, Tongxiang, China
Cum Laude

Michael Xiong, Vernon Hills, IL
Wenxin Yang, Guangzhou, China
Cum Laude

Daniel George Zavatsky, Worthington
Yijing Zhang, Wuhan, China
Zhe Zhang,
Jiang'xia District, Wuhan, China
Magna Cum Laude

College of Dentistry

Dean: Patrick M. Lloyd

Doctor of Dental Surgery

Summer M. Arnold, Hilliard
B.A. (Whitman College)

Taylor Scott Eiford, Springfield
B.S. Humn.Ecol.
M.S. (Case Western Reserve University)

Derek W. Howe, Marietta
B.S. (Marietta College)

Nathan M. Klabunde, Delaware
B.S. (Furman University)

Stephanie Dawn Stearman, Columbus
B.S. (Southern Utah University)

Jonathan Corey Tanner, Reynoldsburg
B.S. (Florida A&M University)
M.S. (Hampton University)

Bachelor of Science

Darlene Duncan-Harris, Columbus
Holly Marie Helmick, Troy
Hyejin Kim, Seoul, South Korea
Rachel Ward Miller, Canton
Heather Nicole Morris, Hillsboro
Chanel Lynn Sanchez, Delaware
Solange Walker, Pucallpa, Peru

College of Education and Human Ecology

Dean: Donald B. Pope-Davis

Bachelor of Science in Health Promotion, Nutrition, and Exercise Science

Joseph Anthony Zuckett, Cuyahoga Falls

Bachelor of Science in Human Development and Family Science

Blaire N. Adler, Cherry Hill, NJ
Cum Laude

McKenzie Brooke Bollinger, Aurora
Joseph Angelo Donfrío, Columbus
Euanda Duraj, Columbus

Alexandra Michele Dustin, Chagrin Falls
Tanae Marie Fisher, Columbus
Michael Hackleman, Rochester, NY
Samah Kashkeesh, Hilliard
Alexander Patrick Lawrence, Westerville
Ryan Ramin Lawson, Worthington
Cum Laude

Mallory Justine Lust, Richwood
Deanna Justine Maas, Custer
Ryan Maniaci, Marion
Monica Amenda Many, Columbus
Aki Gemila Mori, North Royalton
Magna Cum Laude

Stephanie No, Auburn, Alabama
Magna Cum Laude

Jenna Marie Opet, Hinckley
Jalil Jusun Ross, Lorain
Jessica Lauren Schmidt, Portsmouth
Jalon Armani Talley, Westerville
Ashlee Marie Taylor, Steubenville
Jennifer Taylor, St. Louis, MO
Jessica Colene Vaughan, Westerville
Magna Cum Laude

Olivia Anne Webster, Columbus
Cum Laude

Sha'ron Renee White, Shaker Heights

Bachelor of Science in Human Ecology

Jared Larenz Givens, Cincinnati
Anny Khaysavang, Columbus
Kayla Krisley, Chillicothe
Nadia Marwa Luden, Columbus
Nicole Elizabeth Milavec, Mansfield
Keeley Jean Misener, West Lafayette
Summer Spangler, Grove City
Lenzy Danielle Strunk, Lima
John Brady Taylor, Columbus
Elizabeth Laurel Topinka, Powell
Kevin John Truckly, Dublin
Connor Harrison Waite, Willoughby
Baoyi Wang, Guangdong, China

Bachelor of Science in Hospitality Management

Andrew Manning Carrier, Powell
Amanda Victoria Decker, Toledo
Laura Jean Gerken, Archbold
Makaya AnnaLisa Johnson, Jamestown, NY
Gwendolyn Paige Postalwait,
Baldwinsville, NY

Bachelor of Science in Nutrition

Bailey Claire Carr, Pataskala
Magna Cum Laude
Kendra Mae Konecny, Findlay
Colton Charles Nicely, Dublin

Maggie Elizabeth Reinhardt,
Commerce Township, MI
Zihan Zhang, Xi'an, China
Magna Cum Laude

Bachelor of Science in Education

Aramis Javohn Alexander, Burke, VA
Jeff Alan Baasch, Jr., Columbus
Jared Thomas Brandewie, Columbus
Austin T. Brizee, Cleveland
Ashley Nicole Brown-Manley, Columbus
Nicholas Dean Buchanan, Westerville
Summa Cum Laude

Kelly Jo Canfield, Belle Center
Cum Laude

Mossimo Kim Chavez, Chicago, IL
McKayla Conti, Ocean Township, NJ
Jacob Ray Cridge, Kettering
Megan Lee Darst, Grove City
Arthur Don Dennis, Toledo
Cum Laude

Anthony M. DePatie, Tinley Park, IL
Drew Douglas Deshuk, Hilliard
Sydney Ann Duvall, Findlay
Cum Laude

Anthony Richard Engels,
Monroe, Washington
Cum Laude

William Johnathan Engels,
Monroe, Washington

Benjamin Lee Fitzpatrick, Hilliard
Angela Renee Friedrich, Fort Jennings
Maria Christine George, Pickerington
Cum Laude

Adam Campo Green, Hudson
Maryam Dzamila Habul, Columbus
Cum Laude

Luke A. Hollingshead, Powell
Eric William Ingham, Columbus
Dakota Blake Joshua, Dearborn, MI
Dustin Edward Jourdan, Austin, TX
Jason Michael Konstantinidis, Bucyrus
Amy E. Laine, New Bremen

Benjamin Donald Leddick, Los Angeles, CA
Magna Cum Laude

Walter Frank Lukachinsky, Pittsburgh, PA.
Michael Alexander Martin, Westerville
Kaetlin Sarah McVaugh, West Chester
Cum Laude

Erin Nicole Polce, Dover
Marrita Andrill Porter, Columbus
Olivia Virginia Reiff, North Royalton
John Rownd, Uniontown
Julie Ann Russell, Columbus
Paige Andrea Sauder, Lucas
Charles Basil Sockol V, Hudson
Griffen Scott Standley, Powell
Zane Alan Stevens, Gainesville, FL
Nina Lawrene Stute, Oakwood
Magna Cum Laude

Cameren Wako Walker, Columbus
William Brian Washington, Jr., Lorain
Matthew David Watson, Harrison
Summa Cum Laude

Alyssa Nicole Zehe, Lorain

College of Engineering

Dean: David B. Williams

Bachelor of Science in Aviation

Anthony Michael McGuire, Kensington
Michael Jonathon Smelser, Van Wert

Bachelor of Science in Biomedical Engineering

Katie Marie Gallagher, Powell
Cum Laude
Charles Nathaniel Hollis, Cleves

Bachelor of Science in Chemical Engineering

Ehsan Ali, Dublin
Sahil Gupta, Lewis Center
Cum Laude
Hairul Bin Idrus, Miri, Sarawak, Malaysia
Izwan Zhuqairy Bin Iskandar Zulqarnain,
Miri, Sarawak, Malaysia
Nur Faidah Binti Mohamed Fathil,
Ampang, Kuala Lumpur, Malaysia
Henry Thomas Wettermann, Lake Forest, IL

Bachelor of Science in Civil Engineering

Kyle Thomas Abel, Dover
Joseph Charles Ernst, Harrison
Muhammad Tuah Bin Hamid,
Johor Bahru, Johor, Malaysia
Jiaqi Liu, Zhongshan, Guangdong, China
Cum Laude

Syahril Bin Mohamad Shahrizal,
Taiping, Perak, Malaysia
Drew Alexander Shepherd, Strongsville
Andrew Timmons, Englewood
Amelia Claire vonDeak, Litchfield
Cum Laude

Mohammad Aiman Bin Zainal Abidin,
Subang Jaya, Selangor, Malaysia

Bachelor of Science in Computer Science and Engineering

Diego Enrique Alvarez, Laredo, TX
Aaron Jacob Arbour, North Ridgeville
Benjamin Beecroft, Centerville
Magna Cum Laude

Nicholas Alexander Driscoll, Hilliard
David Walter Grogan, Novi, MI
Allison Elizabeth Jett, Oak Harbor
Cum Laude

Zijun Jiang, Hangzhou, China
Cum Laude

Jeremy Glenn Kaufman, Ottawa
Cum Laude

Sakura Kawakami, Bellefontaine
Magna Cum Laude

Owen Adkins Koehler, Columbus
Maxwell Lloyd Koster, Lakewood
Magna Cum Laude

Woongki Lee, Seoul, South Korea
Young-Gun Lee, Columbus
Zeyu Li, Wuhan, China
Cassandra Francheska Mendez,
Huber Heights
Nicholas Steven Miller, North Canton
Joel Pepper, Westerville

with Honors in Engineering
Nishad Pradeep Prabhhu, Columbus
Summa Cum Laude
Steven John Riley-Popovich, Dublin
Hayden Rode, Dublin
Cum Laude

Nathan Russell Simpson, South Vienna
Pengqing Sun, Beijing, China
Cum Laude

Graham Christopher Tschieder, Cincinnati
Lexus Jane Marie Uhlir, Massillon
Logan James Walters, Lakewood
Zixing Wang, Qingdao, China
John Ernest Wolford, Columbus
Stephen Wu, Toledo
Magna Cum Laude
with Honors in Engineering
Yi Zhang, Jinan, China

Bachelor of Science in Electrical and Computer Engineering

Yue Mei, Shanghai, China
Nathaniel Montgomery, Liberty Township
Muhammad Syafiq Al Nassir,
Kuala Lumpur, Malaysia
Muhammad Atfiq Bin Ruslin, Muar, Malaysia
Magna Cum Laude
Jonathan Standish Spoon, Pickerington
Shi Sui, Shenzhen, China

Bachelor of Science in Engineering Physics

Abdullah Eyad Muhammad Alhag,
Tripoli, Libya
Cum Laude
with Honors Research Distinction in Physics

Bachelor of Science in Environmental Engineering

Yunju Wang, Qingdao, China

Bachelor of Science in Food, Agricultural, and Biological Engineering

Muhammad Asyraf Bin Abu Kasim,
Selangor, Malaysia
Nora Jean Fialkowski, Mokena, IL
Jesse Cole Kulewsky, Lowellville
Matthew Alexander Tripp, West Chester

Bachelor of Science in Mechanical Engineering

Hassan Hashemi, Denver, CO
Quincy Joseph Hutchison, Cincinnati
Tianqi Liu, Beijing, China
Matthew David Weiskittel, Cincinnati

College of Food, Agricultural, and Environmental Sciences

Dean: Cathann A. Kress

Bachelor of Science in Agriculture

Taylor Day, Columbus
Kaitlin Amanda DeSimone, Roselle, IL
Chelsea Clare Dexter, Columbus
Laura M. Dillon, Wilmington
Nora H. Durham, Columbus
Cum Laude

Taylor Ranae Elms, Marysville
Rebecca Jean Etting, Bellbrook
with Research Distinction in Entomology

Olivia Katherine Gilson, Marysville
Jacob Ezra Holley, Columbus
Katherine Elizabeth Kelly, Strongsville
Brooke Ashley Laster, Mount Perry
Ziferan Liu, Yizheng, China
Meredith Noel McGinnis, Kingston
Alec Gabriel Miller, Bloomville
Natalie Kay Miller, Washington Court House
Magna Cum Laude

Haley J. Plahuta, Columbus
Cum Laude

Cassandra Nicole Randolph, Youngstown
Kaylee Nicole Shrock, Mansfield
Magna Cum Laude

Paula Jayne Sogorka, Canton
Kenneth Tuan Tat, Columbus
Brianna Kirsten Taylor, Irwin
Koby J. Taylor, McConnelsville
Kevin C. Valencia-Miller, Columbus
Preston Andrew Wilkin, Dublin
Janae Lucille Wright, Utica

Bachelor of Science in Construction Systems Management

Javen Hugh Carter, Dover
Andrew Gсталder, Toledo
Gavin Reid Heath, Gates Mills
William Shepard, Columbus

Bachelor of Science in Nutrition

Logan Scott Erb, Baltic

School of Environment and Natural Resources

Bachelor of Science in Environment and Natural Resources

Chelsea Brianna Cancino, Cincinnati
Giuliana Cristina Ciotola, Upper Arlington
Harrison S. Fried, Solon

Magna Cum Laude
with Honor Research Distinction in Environmental Policy and Decision Making

Haley Jeanne Herbst, Westerville
Adam Louis Lanzilotta, Columbus
James William Marina, Poughkeepsie, NY
Tal Yonah Shutkin, Shaker Heights

Summa Cum Laude
with Honor Research Distinction in Environmental Policy and Decision Making

Brandon Andrew Sieniawski, Medina
Lukas Gavin Terrell, Gahanna
Teddy Ray Wright, Granville

Agricultural Technical Institute - Wooster

Associate in Applied Science

Allyssa Jean Burgess, Portland, OR
Lucas Daniel Colopy, Pleasantville
Aron Scott Early, Delaware
Meghan Leigh Fuhrer, Carrollton
Linzy Allie Haga, Toledo
Jesse Steven Olinger, West Lafayette
Nicholas Daniel Smith, DeGraff

Associate of Science

Whitney Paige Clagg, Gallipolis
Andrew David Crockett, Bellefontaine
Alex David Daniel, Tiffin
Trey James Hartman, Graytown
Carly Diann Kenseth, Huntertown, IN
Lea A. Kimley, South Charleston

Magna Cum Laude

Nicole Ruth Middaugh, Junction City
Nicholas Daniel Smith, DeGraff
Carrie Renee Stoneburner, Amanda
Alexandria Leigh Warnimont, Leipsic

College of Medicine

Dean: K. Craig Kent

Doctor of Medicine

Anne Edosebakhhome Akhmiem, Indianapolis, IN
B.S. (Howard University)

Wana Mathieu, Buckeye, AZ
B.S. (University of Arizona)

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School of Health and Rehabilitation Sciences

Bachelor of Science in Health and Rehabilitation Sciences

Frances Mitchell Barone, Cincinnati
Cum Laude

Chontel Janelle Marie Childress, Westerville
Zachary Reed Coleman, Columbus
Jillian Elen Cullison, Marietta
Nicholas Samuel Cummins, Monroe
Emily Eames, Pittsburgh, PA

Cum Laude

Adrienne Lynne Farwell, Beaver creek
Peter Alexander Fleschman, Columbus
Taylor Lauren Howe, Fairfield

Cum Laude

Julia Nicole Hunt, Bellefontaine
Sofia Evangeline Kennedy, Santa Barbara, CA
Janna Elyse Kiger, Washington Court House

Cum Laude

Madison Kilgour, Wellston
Janeene Cara Marinelli, Westerville

Cum Laude

Katie Jo McCurdy, Grove City
Lyndsay McLaughlin, Columbus
Sara Elizabeth McTigue, LaGrange, IL
Aba A. Mills, Westerville
Than Than Oo, Cleveland
Elaina Frances Patton, Blanchester
Joseph Patrick Pinney, Columbus
Elizabeth Kile Roberts, Columbus
Jennifer Morgan Saul, Gahanna
Jennifer Leigh Saxton, Cincinnati

Cum Laude

Mykola Stetskiw, Parma
Magna Cum Laude

College of Nursing

Dean: Bernadette M. Meinyk

Bachelor of Science in Health and Wellness Innovation in Healthcare

Bradley Charles Frueh, Lima

Cum Laude

Bachelor of Science in Nursing

Christopher James Bonine, Washington Court House
Leslie Byerson, Cleveland
Dawna Jo Conley, Circleville

Cum Laude

Krystal Cortez, Salinas, CA
Thurasa Curry, Newark
Kristie Finamore, Grove City
Nicole Marie Fisher, Ashville
Rachel Gerke, Columbus

Kelli Lynn Gillis, Columbus
Lauren Nicole Hnosko, Philadelphia, PA
Umah Ijewemen, Columbus
Stacy O'Callaghan James, Gahanna
Amber Lynn Jamison, Richmond, VA
Cassandra Johnson, Spencerville
Thomas Bear Kocab, Columbus
Hope Lightfoot, Logan
Janet Molchan, Long Beach
Erin K. O'Rourke, Columbus
Maria Goretti Osei-Bonsu, Collegeville, PA
Elena Petrovski, Elena
Jacinda Hope Raines, Hebron
Jennifer Lynn Rodoski, Pickerington
Allison K. Seiter, Piqua
Ashley Totten, Mount Vernon
Sara Jean Trafzer, Marion
Samantha Renee Warren, Delaware
Laura Maria Williams, Marion
Maranda Wirebaugh, Toledo
Emma Page Workman, Dublin

Cum Laude

College of Pharmacy

Dean: Henry J. Mann

Doctor of Pharmacy

Susan S. Moon, West Bloomfield, MI
B.S. (Michigan State University)

Rene Omar Silva, Hudson
B.A. (Case Western Reserve University)

Bachelor of Science in Pharmaceutical Sciences

Kelsey Leigh Dieters, Shelby Township, MI
Gavin Christopher MacKenzie, Pickerington
Katherine Anne Pollock, Pickerington

John Glenn College of Public Affairs

Dean: Trevor L. Brown

Bachelor of Arts

Douglas E. Durrett, Jr., Pickerington
Cum Laude

John Richard Ferlito, Euclid
Joel Ben Israel, Reynoldsburg
Phillip James Turner, Shaker Heights

Bachelor of Science

Ameena Alauddin, Dublin
Syeda Kenza Kamal, Dublin

Cum Laude

College of Public Health

Dean: Amy L. Fairchild

Bachelor of Science in Public Health

Emily Marie Buchanan, Gahanna
Meghana Sri Gorur, Pittsburgh, PA
Tricia Elizabeth King, Westlake
Francesca Rose Shumrick, Cincinnati

Cum Laude

College of Social Work

Dean: Thomas K. Gregoire

Bachelor of Science in Social Work

Breanna Renay Burge, Marion
Marissia J. Calbert, Marion
Jillian Isabella Cressman, Chardon

Summa Cum Laude

Marsha A. Cuveilje, Clarendon, Jamaica
Brittany C'lara Eubanks, Cincinnati
Jana Lynn Hendershot, Centerville
Javonne Rochelle Hill, Houston, TX
Heather Leigh Hunt, Columbus
Sudi Isse, Columbus
Jennifer Diane Kinzie, Grove City
Patricia A. Kitoun, Columbus
Paul Anthony Luciano, Columbus
Courtney Lynn Martin, Mansfield
Kerin Nicole May, Towanda, PA

Magna Cum Laude

Kelsey Ann McCoy, Ashville
Leobeliz Rosmer Perdomo Blanco, Milford
Maxwell MacLean Ribar, Upper Arlington
Aaron Zane Simmons, Gahanna
Jessica Ann Sorg, Upper Sandusky

Summa Cum Laude

Jennifer Lynn Spring, Newark
Kate Lynn Tyson, Mansfield

Cum Laude

Victoria Elena Villalobos, Upper Arlington
Magna Cum Laude
Kimberly A. Walker, Columbus

Graduates with Honors

Criteria for graduating with honors are listed below. Grade-point averages (GPA) are based on the student's penultimate semester.

Summa Cum Laude designates those who earned a 3.9 GPA or better.

Magna Cum Laude designates those who earned a 3.7 GPA or better.

Cum Laude designates those who earned a 3.5 GPA or better.

With Honors in the Arts and Sciences requires successful completion of the Arts and Sciences Honors Contract and graduation with a 3.4 GPA or better.

With Honors in Business/Accounting requires successful completion of a prescribed honors program of study and graduation with a 3.5 GPA or better.

With Honors in Education and Human Ecology requires successful completion of an honors experience contract and graduation with a 3.4 GPA or better.

With Honors in Engineering requires successful completion of an honors experience contract and graduation with a 3.4 GPA or better.

With Honors in Medicine denotes successful fulfillment of the College of Medicine Honors Program tenets and a 3.4 cumulative GPA or better.

With Honors in Public Affairs requires successful completion of an honors experience contract and graduation with a 3.4 GPA or better.

With Honors in Public Health requires successful completion of a prescribed honors program of study and graduation with a 3.5 GPA or better.

With Distinction requires successful completion of an undergraduate thesis and a 3.4 GPA or better.

Summary of Degrees and Certificates

Summer Term Commencement — 2019

College	Degree/Certificate	Degree/Cert. Total	Summer Term 2019 College Total
Graduate School	D.M.A.	4	
	Ph.D.	245	249
	Ed.D.	1	Doctoral
	D.N.P.	4	
	O.T.D.	1	
	Ed.S.	1	
	M.Acc.	27	
	M.A.C.P.R.	17	
	M.Appl.Stat.	1	6
	M.Arch.	4	Professional
	M.A.	113	
	M.B.A.	34	
	M.Ed.	1	
	M.E.N.R.	1	
	M.F.A.	4	493
	M.Glb.Eng.Ldr.	3	Masters
	M.Learn.Tech.	2	
	M.Math.Sci.	1	
	M.Mus.	1	32
	M.P.H.M.	1	Certificates
	M.P.A.	6	
	M.Public Hlth.	14	
	M.S.	221	
M.S.W.	17		
M.Sprt.Coach	2		
Spec.M.Bus.	22		
Cert.Bus.Lead.	32	780	
Arts and Sciences, College of	B.A.	236	
	B.A.Jour.	1	
	B.Art Ed.	1	
	B.F.A.	3	
	B.Mus.Ed.	1	
	B.S.	93	
	A.A.	87	422
Business, Fisher College of	B.S.Bus.Adm.	73	73
Dentistry	D.D.S.	7	
	B.S.	7	14
Education and Human Ecology	B.S.H.P.N.E.S.	1	
	B.S.H.D.F.S.	25	
	B.S.Human Ec.	13	
	B.S.Hsply.Mgt.	5	
	B.S.Nutrition	5	
	B.S.Ed.	46	95
Engineering	B.S.Aviation	2	
	B.S.Biomed.E.	2	
	B.S.Ch.E.	6	
	B.S.C.E.	9	
	B.S.C.S.E.	29	
	B.S.E.C.E.	6	
	B.S.E.P.	1	
	B.S.Env.Eng.	1	
	B.S.F.A.B.E.	4	
	B.S.M.E.	4	64
Food, Agricultural, and Environmental Sciences	B.S.Agr.	23	
	B.S.C.S.M.	4	
	B.S.Nutrition	1	
Environment and Natural Resources, School of Agricultural Technical Institute	B.S.E.N.R.	10	
	A.A.S.	6	
	A.Science	9	
	Cert.Bio.Energy	1	
	Cert.Sp.Cm.Tf.Eq	1	55
Medicine Health and Rehabilitation Sciences, School of	M.D.	2	
	B.S.Hlth.Rehab.Sci.	25	27
Nursing	B.S.H.W.I.H.	1	
	B.S.Nursing	29	
	Cert.Reg.Nur.Primry.Care	1	
	Cert.Schl.Nr.Pr.Pupl.Srv.	13	44
Pharmacy	Pharm.D.	2	
	B.S.Pharm.Sci.	3	5
Public Affairs, Glenn College of	B.A.	4	
	B.S.	2	6
Public Health	B.S.P.H.	4	4
Social Work	B.S.Soc.Work	23	23
Total Degrees and Certificates		1,612	1,612

Total Degrees this Semester	(not including certificates)	1,564
Total Degrees since 1878	(not including certificates)	781,377
Total Degrees during Last Decade	(not including certificates)	146,245



Photography

Photographs may be taken from the stands at any time during the ceremony. However, only press photographers are permitted on the arena floor. Guests are asked to be courteous and respectful of all those wishing to take photographs.

Complimentary Programs

A limited number of programs are available on a first-come, first-served basis. Requests should be sent to the Office of Commencement and Special Events, 1060 Blankenship Hall, 901 Woody Hayes Drive, Columbus, OH 43210-4016

Board of Trustees

(The expiration date of each trustee's term is given in parentheses.)

- Timothy P. Smucker, *interim chair* (2020)
- Abigail S. Wexner, *vice chair* (2023)
- Alex Shumate (2020)
- Cheryl L. Krueger (2021)
- Brent R. Porteus (2022)
- Erin P. Hoeflinger (2022)
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