THE OHIO STATE UNIVERSITY

OFFICIAL PROCEEDINGS OF THE

ONE THOUSAND FIVE HUNDRED AND THIRD

MEETING OF THE BOARD OF TRUSTEES

Columbus, Ohio, November 20-21, 2019

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

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


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

Mr. Heminger:

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

Ms. Eveland:

A quorum is present.

Mr. Heminger:

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

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

Ms. Eveland:

Motion carries.

Mr. Heminger:

We are recessed.

The meeting adjourned at 8:39 p.m.

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

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

**Members Absent:** Abigail S. Wexner

Mr. Heminger:

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

Ms. Eveland:

A quorum is present.

Mr. Heminger:

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

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

Ms. Eveland:

Motion carries.

Mr. Heminger:

We are recessed.

The meeting adjourned at 12:58 p.m.  

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


Members Absent: Abigail S. Wexner

Mr. Heminger:

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

Ms. Eveland:

A quorum is present.

Mr. Heminger:

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

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APPROVAL OF MINUTES

Mr. Heminger:

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

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OPENING REMARKS

Mr. Heminger:

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

We want to express our gratitude to Michael and Brenda for their service to this university and contributions to our community. We will have time to celebrate and honor his accomplishments throughout the coming months. The university will launch a national search, and Lewis Von Thaer will serve as chair of the search committee.
Dr. Drake will lead the university through at least the end of the academic year, ensuring there will be continuity of leadership. We are pleased that he will remain part of our university community as a member of Ohio State’s esteemed faculty.

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

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ADDRESS TO THE BOARD REGARDING RICHARD STRAUSS

Mr. Heminger:

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

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

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

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

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

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

President Drake:

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

I would like to take this opportunity to say something I have said before that it is important to repeat here: We at The Ohio State University are deeply sorry for Strauss’ abuse decades ago. This was reprehensible, and the university’s failure to act at the time was inexcusable.
I also want to reiterate our sincere appreciation to you for coming forward. We know that this takes great courage. Thank you very much for that.

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

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

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

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

Dan Ritchie:

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

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

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

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

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

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

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

Mike Schyck:

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

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

The ripple effect from being a part of the whole environment, what Dr. Strauss did, it started to branch out. And again, before all of this came out, I started having conversations with former teammates that I hadn’t even talked to in years. And the stories that were told, we kind of knew what was happening back then. But now, 30-plus years later, hearing it, it
was horrible to hear. And you kind of knew that there was more than just the surface stuff that we were talking about, that there had to be more. So, let me give you some stats that are out there now and I am sure that you guys have probably heard this in the papers. There are over 1,500 separate instances reported where Dr. Strauss sexually assaulted students, 47 of those were rape. As you guys know, the investigation with Perkins Coie, which cost over $6 million, highlighted 177 victims. I was one of them. Dan [Ritchie] was one of them. Brian [Garrett] was one of them. This investigation also highlighted how multiple coaches, faculty and staff knew about the abuse, but did nothing.

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

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

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

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

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

So, this is to be vulnerable up here, to do this. It’s tough. It’s not the easiest thing in the world to have your face up hear on national news. So, I guess for me, being here the
second time, it has been a year. I mean, everyone is screaming to do the right thing and we just want that to happen and I’m asking you guys for that to happen.

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

Brian Garrett:

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

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

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

After our last mediation session, I started on three medications. One to sleep through the night, one so that I could get through my day because I’m an anxious train wreck. I look composed here, but I’m a mess at home. I’d like to thank my mom and my wife and my
son, who are here today. It’s the first time they are hearing me speak because they’ve had to listen and see what goes on at home. Brent [Porteus], you know them.

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

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

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

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

So, I’m just going to refer to us now in the public that “Hey, we’re Ohio State’s liabilities,” cause that’s all people see us as right now. Cause if you didn’t, you would have done the
right thing a year ago and we wouldn’t be sitting here again. Because I enjoy taking my medication, just so I can sleep through the night. I enjoy taking my medicine in the morning so that I can make it through the day. I enjoy giving myself an injection in the stomach of a drug that has cancer as a side effect. I really enjoy that. And I’m being sarcastic because that is what I have to do to get through the day. I can’t move on and heal until you guys do the right thing.

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

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

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

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

Mr. Heminger:

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

At this time, we will take a brief recess before continuing with the business of today’s meeting. Thank you.
At this time, we would like to reconvene the meeting of the Board of Trustees, and President Drake, we will turn to you for your report.

Dr. Drake:

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

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

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

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

Our medical enterprise, including the Wexner Medical Center and Health Sciences Colleges, has set high marks for patient care, safety and satisfaction, as well as research funding. These have all been done to drive breakthrough healthcare solutions.
In the area of alumni and donor support, we have had a record number of donors over the last several years. This really speaks to the remarkable connection between our university and Buckeye Nation. Last month, the university announced the *Time and Change: The Ohio State Campaign*, which strives to engage 1 million supporters, which would be an unprecedented level in higher education.

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

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

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

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

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

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

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

That concludes my report, Mr. Chairman.

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COMMITTEE REPORTS

Mr. Heminger:

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

Wexner Medical Center Board

Dr. Porter:

Thank you, Mr. Chairman. The Wexner Medical Center Board met yesterday morning and we didn’t know at that time that President Drake was planning to announce his retirement. So President Drake, as you listen to this report, I know you have many things to be proud of, but please know that we appreciate that you were instrumental in all the health sciences accomplishments that I’m about to report on — and not the least of which that you recruited Dr. Hal Paz for us.
We started yesterday with a report from Dr. Paz, our chancellor for Health Affairs. Dr. Paz shared that Ohio State was the only university in the nation to have four of its health sciences colleges recognized with INSIGHT into Diversity magazine’s 2019 Health Professional Higher Education Excellence in Diversity Award. For those who don’t know, INSIGHT is the oldest and largest diversity-focused publication in higher education, so this is really an incredible honor in which were distinctive in the United States.

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

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

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

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

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

Jay Kasey presented four medical center-specific construction projects, including: an expansion and renovation of the medical center’s loading dock; renovations for medical center faculty and staff offices located in Lincoln Tower; approval to increase professional services contracts through the construction document phase of the inpatient hospital tower project; and approval to increase construction contracts for some enabling work related to that project. Finally, approvals were requested related to the West Campus ambulatory
facility, particularly related to early site work and design and construction of the parking garage that will be located next to the facility. The Wexner Medical Center Board voted to recommend approval to the full board for the university to enter into or increase these professional services and construction contracts.

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

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

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

(See Appendix XX for background information, page 504)

Mr. Heminger:

    Thanks, Dr. Porter. Dr. Fujita?

Dr. Drake:

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

Mr. Heminger:

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

Talent, Compensation & Governance

Dr. Fujita:

    Thank you, Mr. Chairman. I would also like to second what Dr. Porter has stated about President Drake. President Drake, thank you very much for all of the leadership and wisdom you have brought to this institution. It has been my privilege to work with you and I look forward to working with you in the coming weeks, months and years. Mr. Chairman,
I forgot to mention one more thing. Brenda, thank you very much for all the support. I know there is always a smart, individual woman behind a successful man, so thank you.

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

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

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

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

This concludes my report, Mr. Chairman.

Mr. Heminger:

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

Academic Affairs, Student Life & Research

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

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

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

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

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

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

Mike Hofherr then shared the progress of online education at Ohio State, which has grown significantly in the past few years. There are now 38 graduate, certificate and undergraduate programs that are available online, up from 11 just six years ago. Meanwhile, the university now has 164 General Education courses online, serving more
than 23,180 students. The College of Nursing shared with us a case study of how its online programs are helping to address a workforce shortage issue.

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

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

• First, we are recommending the approval of a new master’s degree program in translational data analytics. This program will fill a gap in the workforce and provide central Ohio employees with opportunities to build their data skills. The master’s degree program is designed as a part-time program that would start with a track on design and visualization.

• Second, the committee endorsed two changes to the Rules of the University Faculty. One renames the title of the “director of libraries” to the “dean of libraries.” The other aligns deadlines for students who request grade forgiveness with the timeline by which they would understand how they are doing in a class.

• Third, the faculty personnel actions include the conferment of the Distinguished University Professors and the re-appointment of Anil Makhija as dean of the College of Business.

• The final item is the approval of degrees and certificates for December commencement.

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

Mr. Heminger:

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

Mrs. Hoeflinger:

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

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

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

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

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

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

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

Mr. Heminger

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

**Master Planning & Facilities**

Mr. Fischer:

Thank you, Mr. Chairman, and let me also add what any of us can do in service to our fellow mankind and impact countless lives, certainly Dr. Drake has amazing accomplishments. They’ve been mentioned in medicine, in fundraising and his commitment to access and affordability, and the teaching excellence — but what you may not also know is his commitment and his unbelievable sense of style, and how he’s taken that style and has committed it to design on this campus.
I remember the first meeting we were in and Dr. Drake was a part of putting in place the first-ever design review guidelines that will try to constantly guide construction and projects and architecture and interiors for our campus for decades to come. You’ve overseen the largest physical transformation our campus has ever seen in not only the six years that you’ve been here, but in the decade that will come as you return to the faculty. It will have a lasting impact, maybe not as large of an impact as the aforementioned things, but a lasting impact in physical place making. I remember the trips you took us on to see campuses that you admired around the country and how we would try to learn from those trips to bring ideas back to this campus. And you weren’t just simply a casual participant that delegated it to others, you were always rolling up your sleeves.

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

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

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

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

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

We heard a request to enter into professional services and construction contracts for five projects, including the aforementioned Controlled Environment Food Production Research Complex, the medical center’s Inpatient Hospital, the West Campus ambulatory facilities, and the Doan Hall loading dock expansion. That was a really exciting one. And the Lincoln Tower office renovations. We also reviewed a proposal for a joint use agreement between
the university and Canine Companions, and we heard two requests for approval of real property — one at Highland Street and the other at Olentangy River Road.

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

Mr. Heminger:

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

Audit, Compliance & Finance

Mr. Zeiger:

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

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

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

The committee then shifted to focus on the important subject of our Corporate Engagement Office. The university is ratcheting up its activities in interfacing with industry and also encouraging commercialization of the amazing research done on this campus. The progress that was noted is substantial. And again, all of those materials are in the board materials. Jay Kasey then joined us and reviewed the same five projects that Mr. Fischer just referred to in the Master Planning and Facilities report. The Audit, Compliance and Finance Committee is supportive of all of those.
We have a total of six items on the consent agenda today: One of those is to authorize the submission of the draft Audited Consolidated Financial Statements to the Auditor of State, who has the final responsibility for signing off on those audits. One of them is approval of the football ticket prices and golf course dues and fees for the next year.

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

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

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

Mr. Heminger

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

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

Dr. Drake:

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

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RESOLUTIONS IN MEMORIAM

Resolution No. 2020-40

ARTHUR “ART” JOSEPH EPSTEIN

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

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

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

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

Before his university career, Professor Epstein spent 13 years in industry research as a principal scientist at the Xerox Corporation's Webster Research Center. He graduated...
from Stuyvesant High School in 1962 and received a BS in Physics (cum laude) from the Polytechnic Institute of Brooklyn in 1966. He then received an MS in Physics in 1967 and a PhD in Physics in 1971, both from the University of Pennsylvania.

On behalf of the university community, the Board of Trustees expresses to the family of Professor Arthur “Art” Joseph Epstein its deepest sympathy and sense of understanding of their loss. It is directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the board’s heartfelt sympathy and appreciation.

Kenneth Lee

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

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

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

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

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

Grant Morrow III

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

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

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

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

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

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

Dr. Morrow retired in 2015. He was passionately involved in philanthropy at Nationwide Children’s, both in engaging donors and in his own generous contributions. In late 2018, Dr. Morrow and his wife, Cordelia Westwater-Robinson, designated a legacy gift to create
the Janet Orrtung-Morrow, MD and Grant Morrow, III, MD Endowed Chair in Pediatric Behavioral Health.

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

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

GEORGE WESLEY PAULSON

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

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

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

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

Despite all of his awards and scholarly work, Dr. Paulson was most beloved by his patients for his exceptional clinical care, his kindness and his caring nature. He did not limit his
neurology practice to Ohio State, but also served as a consultant neurologist at Riverside, the Free Clinic and at Twin Valley Behavioral Healthcare. He was exceedingly curious and would consult and search for the correct diagnosis and management for each patient in his commitment to excellence as a physician. He was also a distinguished teacher and was awarded with numerous teaching awards for his mentoring and the clarity of his explanations.

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

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

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

Resolution No. 2020-41

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

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

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

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

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

WHEREAS the university has produced consolidated financial statements for the 2018 and 2019 fiscal years, in accordance with accounting principles, generally accepted in the United States; and

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

WHEREAS the university management and PricewaterhouseCoopers have produced a final draft of the audited consolidated financial statements for the 2018 and 2019 fiscal years; and
WHEREAS the Auditor of State may accept the audited consolidated financial statements in lieu of the audit required by Ohio law; and

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

NOW THEREFORE

BE IT RESOLVED That the Board of Trustees hereby accepts the draft audited consolidated financial statements for the 2018 and 2019 fiscal years; and

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

(See Appendix XXI for background information, page 534)

***

AUTHORIZATION TO APPROVE ATHLETIC PRICES AND FEES

Resolution No. 2020-42

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

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

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

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

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

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

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the recommended prices for football tickets for fiscal year 2021, and for golf course membership dues and fees for calendar year 2020.

(See Appendix XXII for background information, page 636)
**APPROVAL OF 2019 PROGRESS REPORT ON OHIO TASK FORCE ON AFFORDABILITY AND EFFICIENCY RECOMMENDATIONS**

Resolution No. 2020-43

Synopsis: Approval of Ohio State’s 2019 progress report on the Ohio Task Force on Affordability and Efficiency recommendations, which will be submitted to the Chancellor of Higher Education, is proposed.

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

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

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

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

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

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

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the university’s 2019 progress report in response to the task force recommendations, as detailed in the attached document; and

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

(See Appendix XXIII for background information, page 639)
APPOINTMENTS TO THE SELF-INSURANCE BOARD

Resolution No. 2020-44

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

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

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

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

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

NOW THEREFORE

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

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

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

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

Resolution No. 2020-45

APPROVAL TO ENTER INTO PROFESSIONAL SERVICES CONTRACTS

WMC Loading Dock Expansion and Renovation

APPROVAL TO ENTER INTO/INCREASE PROFESSIONAL SERVICES AND CONSTRUCTION CONTRACTS

Controlled Environment Food Production Research Complex

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

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

<table>
<thead>
<tr>
<th>Prof. Serv. Approval Requested</th>
<th>Total Requested</th>
</tr>
</thead>
<tbody>
<tr>
<td>WMC Loading Dock Expansion and Renovation</td>
<td>$0.5M</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Prof. Serv. Approval Requested</th>
<th>Construction Approval Requested</th>
<th>Total Requested</th>
</tr>
</thead>
<tbody>
<tr>
<td>Controlled Environment Food Production Research Complex</td>
<td>$1.4M</td>
<td>$30.8M</td>
</tr>
<tr>
<td>Lincoln Tower Office Renovations (increase)</td>
<td>$0.2M</td>
<td>$1.8M</td>
</tr>
<tr>
<td>Wexner Medical Center Inpatient Hospital</td>
<td>$21.4M</td>
<td>$7.8M</td>
</tr>
<tr>
<td>WMC West Campus Ambulatory Facilities</td>
<td>$2.5M</td>
<td>$17.7M</td>
</tr>
</tbody>
</table>

WHEREAS the Capital Investment Plan (CIP) outlines capital projects recommended for funding and was approved by the University Board of Trustees on August 30, 2019; and
WHEREAS approval for professional services and construction for the Wexner Medical Center Inpatient Hospital is needed to advance the design and to enable construction coordination; and

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

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

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

NOW THEREFORE

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

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

(See Appendix XXIV for background information, page 664)

***

APPROVAL FOR ACQUISITION OF REAL PROPERTY

Resolution No. 2020-46

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

PARCEL 010-038978-00

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

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

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

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

WHEREAS all costs associated with the acquisition of the property will be provided by the Planning, Architecture and Real Estate’s Land Purchase Reserve Fund, and all costs
associated with maintenance, repairs and any improvements will be provided by the Office of Planning, Architecture and Real Estate:

NOW THEREFORE

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

(See Appendix XXV for background information, page 669)

***

APPROVAL FOR THE ACQUISITION OF REAL PROPERTY

Resolution No. 2020-47

915 OLENTANGY RIVER ROAD
COLUMBUS, FRANKLIN COUNTY, OHIO

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

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

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

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

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

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

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

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

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

NOW THEREFORE

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

(See Appendix XXVI for background information, page 671)

***

UNIVERSITY FOUNDATION REPORT

Resolution No. 2020-48

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

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

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

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

NOW THEREFORE

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

(See Appendix XXVII for background information, page 673)
NAMING OF MULTIPLE SPACES IN THE COVELLI CENTER

Resolution No. 2020-49

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

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

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

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

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

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

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

NOW THEREFORE

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

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

November 21, 2019, Board of Trustees meeting
Synopsis: Approval for the naming of multiple spaces in the Jennings Wrestling Facility, located at 684 Irving Schottenstein Drive, is proposed.

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

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

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

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

- A. Alex Porter
- Karen and Steve Skilken

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

NOW THEREFORE

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

- Alex Porter Lounge
- Ryan’s Command
NAMING OF THE MENARD FAMILY
DRUG ENFORCEMENT AND POLICY CENTER SUITE

Resolution No. 2020-51

IN DRINKO HALL, MORITZ COLLEGE OF LAW

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

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

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

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

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

NOW THEREFORE

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

***

NAMING OF VERTIV CLASSROOM

Resolution No. 2020-52

IN SCOTT LABORATORY, COLLEGE OF ENGINEERING

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

WHEREAS Scott Laboratory is a center of activity, dialogue and learning for students
enrolled in the Department of Mechanical and Aerospace Engineering; and

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

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

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

NOW THEREFORE

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

***

NAMING OF INTERNAL SPACES

Resolution No. 2020-53

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

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

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

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

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

WHEREAS the donors listed below have provided significant contributions to the building funds for the new VMC Hummel & Trueman Hospital for Companion Animals and the Clinical Office Building; and
WHEREAS the naming has been reviewed according to the approval process outlined in the Naming Guidelines policy:

NOW THEREFORE

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

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

***

NAMING OF THE JOHN AND MARY LIB WHITE LABORATORY

Resolution No. 2020-54

IN BAKER SYSTEMS ENGINEERING, COLLEGE OF ENGINEERING

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

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

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

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

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

NOW THEREFORE

BE IT RESOLVED, That in acknowledgement of John A. White and Mary Elizabeth White’s philanthropic support, the Board of Trustees hereby approves in accordance with
paragraph (D) of rule 3335-1-08 of the Ohio Administrative Code, that the aforementioned laboratories (Rooms 550 and 580) be named the John and Mary Lib White Laboratory for the life of the current facility.

***

NAMING OF THE LINDA AND JOE CHLAPATY LABORATORIES

Resolution No. 2020-55

IN THE INTERDISCIPLINARY RESEARCH FACILITY

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

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

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

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

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

NOW THEREFORE

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

Resolution No. 2020-56

BETWEEN THE OHIO STATE UNIVERSITY AND CANINE COMPANIONS FOR INDEPENDENCE

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

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

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

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

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

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

WHEREAS the university's use of the Canine Companions campus will promote the university's mission to advance the well-being of the people of Ohio and the global community through the creation and dissemination of knowledge; and

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

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the president and/or senior vice president for business and finance and/or senior vice president for administration and planning be authorized to take any action required to effect this Joint Use Agreement containing terms and conditions deemed to be in the best interest of the university.

(See Appendix XXVIII for background information, page 711)
ESTABLISHMENT OF A PROFESSIONAL SCIENCE MASTERS DEGREE PROGRAM IN TRANSLATIONAL DATA ANALYTICS

Resolution No. 2020-57

TRANSLATIONAL DATA ANALYTICS INSTITUTE (TDAI)

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

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

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

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

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

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

NOW THEREFORE

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

(See Appendix XXIX for background information, page 712)
Synopsis: Approval of the following amendments to the Rules of the University Faculty, is proposed.

WHEREAS the University Senate, pursuant to rule 3335-1-09 of the Administrative Code, is authorized to recommend through the president to the Board of Trustees the adoption of amendments to the Rules of the University Faculty as approved by the University Senate; and

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

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

NOW THEREFORE

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

(See Appendix XXX for background information, page 738)
**FACULTY PERSONNEL ACTIONS**

Resolution No. 2020-59

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

**Appointments**

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>College</th>
<th>Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>FREDERICK L. ALDAMA</td>
<td>Distinguished University Professor</td>
<td>Arts and Sciences</td>
<td>July 1, 2019</td>
</tr>
<tr>
<td>JORDAN M. CLOYD</td>
<td>Ward Family Surgical Oncology Designated Professorship</td>
<td>Medicine</td>
<td>December 1, 2019 through June 30, 2024</td>
</tr>
<tr>
<td>LIAN DUAN</td>
<td>Honda Chair in Transportation</td>
<td>Engineering</td>
<td>September 1, 2019 through August 31, 2024</td>
</tr>
<tr>
<td>VADIM FEDOROV</td>
<td>Corrine Frick Research Chair in Heart Failure and Arrhythmia</td>
<td>Medicine</td>
<td>December 1, 2019 through June 30, 2024</td>
</tr>
<tr>
<td>DOROTA A. GREJNER-BRZEZINSKA</td>
<td>Distinguished University Professor</td>
<td>Engineering</td>
<td>July 1, 2019</td>
</tr>
<tr>
<td>ZHIHAI LI</td>
<td>Klotz Chair in Cancer Research</td>
<td>Medicine</td>
<td>December 1, 2019 through June 30, 2024</td>
</tr>
</tbody>
</table>
Name: LI-CHIANG LIN
Title: Umit S. Ozkan Professorship in Chemical and Biomolecular Engineering
College: Engineering
Term: September 1, 2019 through August 31, 2024

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

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

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

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

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

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

*New Hire

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

Name: B. SCOTT GAUDI
Title: Thomas Jefferson Chair for Discovery and Space Exploration
College: College of Arts and Sciences
Term: September 1, 2019 through August 31, 2024
Name: ANIL MAKHIJA  
Title: Dean  
College: Max M. Fisher College of Business  
Term: November 21, 2019 through June 30, 2024

(See Appendix XXXI for background information, page 739)

***

DEGREES AND CERTIFICATES

Resolution No. 2020-60

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

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

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

NOW THEREFORE

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

(See Appendix XXXII for background information, page 740)

***

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

Resolution No. 2020-61

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

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

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

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

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

(See Appendix XXXIII for background information, page 775)

***

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

Resolution No. 2020-62

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

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

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

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

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

NOW THEREFORE

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

(See Appendix XXXIV for background information, page 786)
BE IT RESOLVED, That the Board of Trustees hereby approves that the ratification of committee appointments for 2019-2020 are as follows:

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

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

**AUDIT, COMPLIANCE & FINANCE:**
- Timothy P. Smucker, Co-Chair
- John W. Zeiger, Co-Chair Chair
- Brent R. Porteus
- Erin P. Hoeflinger
- Alexander R. Fischer
- Hiroyuki Fujita
- Elizabeth P. Kessler
- Lewis Von Thaer
- Jeff M.S. Kaplan
November 21, 2019, Board of Trustees meeting

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

Talent, Compensation and Governance:
Hiroyuki Fujita, Chair
Lewis Von Thaer, Vice Chair
Alex Shumate
John W. Zeiger
Elizabeth P. Kessler
Jeff M.S. Kaplan
Janice M. Bonsu
Janet Porter
Gary R. Heminger (ex officio)

Master Planning and Facilities:
Alexander R. Fischer, Chair
James D. Klingbeil, Vice Chair
Timothy P. Smucker
Brent R. Porteus
Anand Shah
Robert H. Schottenstein
Gary R. Heminger (ex officio)

Wexner Medical Center:
Leslie H. Wexner, Chair
Abigail S. Wexner
Cheryl L. Krueger
Hiroyuki Fujita
John W. Zeiger
Janet Porter
Stephen D. Steinour
Robert H. Schottenstein
W.G. Jurgenssen
Cindy Hilsheimer
Gary R. Heminger (ex officio, voting)
Michael V. Drake (ex officio, voting)
Harold L. Paz (ex officio, voting)
Bruce A. McPherson (ex officio, voting)
Michael Papadakis (ex officio, voting)
PRESIDENTIAL REVIEW AND COMPENSATION
Resolution No. 2020-65

Synopsis: Approval of changes to the president’s base compensation, is proposed.

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

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

WHEREAS pursuant to its charter, the Talent, Compensation & Governance Committee has reviewed the performance of the president for fiscal year 2019 and believes that President Drake has made significant contributions to the pillars of our Time and Change strategic plan related to the performance goals set forth by the president and the Board of Trustees last year; and

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

PERSONNEL ACTIONS
Resolution No. 2020-64

BE IT RESOLVED, That the Board of Trustees hereby approves the personnel actions as recorded in the personnel budget records of the university since the August 30, 2019, meeting of the board, including the following appointments and contract renewals:

Appointments

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

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

PRESIDENTIAL REVIEW AND COMPENSATION
Resolution No. 2020-65

Synopsis: Approval of changes to the president’s base compensation, is proposed.

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

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

WHEREAS pursuant to its charter, the Talent, Compensation & Governance Committee has reviewed the performance of the president for fiscal year 2019 and believes that President Drake has made significant contributions to the pillars of our Time and Change strategic plan related to the performance goals set forth by the president and the Board of Trustees last year; and

WHEREAS the Procedure for Setting and Reviewing Compensation for University Executives authorizes the chair of the Talent, Compensation & Governance Committee to review and approve the total compensation of the president, subject to ratification by the committee and the Board of Trustees; and
WHEREAS the Talent and Compensation Committee has reviewed and recommends for approval the compensation changes set forth below:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves a base salary increase for the president of $21,754 which amounts to 2.5 percent of his base salary.

(See Appendix XXXV for background information, page 804)

***

Mr. Heminger:

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

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

Ms. Eveland:

Motion carries.

Mr. Heminger:

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

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

Ms. Eveland:

Motion carries.

Mr. Heminger:

Thank you. Any other business to come before the board? If not, the next meetings of the Board of Trustees will be Wednesday, February 26 and Thursday February 27, 2020. With that, the meeting is adjourned, thank you.
The meeting adjourned at 2:30 p.m.

Attest:

Gary R. Heminger    Jessica A. Eveland
Chairman    Secretary
SUMMARY OF ACTIONS TAKEN

November 20, 2019 - Wexner Medical Center Board Meeting

Voting Members Present:

 Leslie H. Wexner
 Abigail S. Wexner
 Cheryl L. Krueger
 Hiroyuki Fujita
 John W. Zeiger
 Janet Porter
 W.G. “Jerry” Jurgensen
 Robert H. Schottenstein
 Cindy Hilsheimer
 Gary R. Heminger (ex officio)
 Michael V. Drake (ex officio)
 Harold L. Paz (ex officio)
 Bruce A. McPherson (ex officio)
 Michael Papadakis (ex officio)

Non-Voting, Ex-Officio Members Present:

 K. Craig Kent
 L. Arick Forrest
 David P. McQuaid
 Mark E. Larmore
 Andrew M. Thomas
 Elizabeth O. Seely
 Gary B. Farrar
 Thomas Ryan
 Amanda N. Lucas

Members Absent:

 Mary A. Howard
 Stephen D. Steilnour

PUBLIC SESSION

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

Item for Action

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

Items for Discussion

2. Chancellor’s Report: Dr. Harold Paz shared that Ohio State was the only university in the nation to have four of its health sciences colleges recognized with INSIGHT Into Diversity magazine’s 2019 Health Professional Higher Education Excellence in Diversity Award. INSIGHT is the oldest and largest diversity-focused publication in higher education. Dr. Paz also announced a $15 million commitment from Joe and Linda Chipaty to advance heart research at Ohio State. As part of this gift, the Chipaty family will support a critical capital project — the Interdisciplinary Research Facility on West Campus.

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

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

5. Wexner Medical Center Financial Report: Mark Larmore shared that, overall, the financial health of the medical center is very strong. The operating margin is about $5 million ahead of budget and adjusted admissions are 11% ahead of budget.
Items for Discussion (continued)

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

Items for Action

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

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

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

<table>
<thead>
<tr>
<th>Project</th>
<th>Prof. Serv. Approval Requested</th>
<th>Total Requested</th>
</tr>
</thead>
<tbody>
<tr>
<td>WMC Loading Dock Expansion and Renovation</td>
<td>$0.5M</td>
<td>$0.5M Auxiliary funds</td>
</tr>
</tbody>
</table>

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:

<table>
<thead>
<tr>
<th>Project</th>
<th>Prof. Serv. Approval Requested</th>
<th>Construction Approval Requested</th>
<th>Total Requested</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lincoln Tower Office Renovations (Increase)</td>
<td>$0.2M</td>
<td>$1.8M</td>
<td>$2.0M Auxiliary funds</td>
</tr>
<tr>
<td>Wexner Medical Center Inpatient Hospital</td>
<td>$21.4M</td>
<td>$7.8M</td>
<td>$29.2M Auxiliary funds</td>
</tr>
<tr>
<td>WMC West Campus Ambulatory Facilities</td>
<td>$2.5M</td>
<td>$17.7M</td>
<td>$20.2M Auxiliary funds</td>
</tr>
</tbody>
</table>

NOW THEREFORE

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

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

(See Attachment VI for background information, page 508)

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

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

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

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

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

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

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

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

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

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

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

NOW THEREFORE

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

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

(See Attachment VII for background information, page 514)
9. Resolution No: 2020-39, Amendments to the Bylaws of The Ohio State University Wexner Medical Center Board

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

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

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

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

NOW THEREFORE

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

(See Attachment VIII for background information, page 516)

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

EXECUTIVE SESSION

It was moved by Mrs. Wexner, and seconded by Dr. Porter, that the board recess into executive session to consider business-sensitive trade secrets required to be kept confidential by federal and state statutes, to discuss quality matters and personal matters involving the appointment and employment of public officials, which are required to be kept confidential under Ohio law, and to consult with legal counsel regarding pending or imminent litigation.

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

The board entered executive session at 10:10 a.m. and the board meeting adjourned at 1:34 p.m.
Project Data Sheet for Board of Trustees Approval

WMC Loading Dock Expansion and Renovation
OSU-200238 (CNI#19000137)
Project Location: Doan Hall

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

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

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

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

- **project delivery method**
  - ☑ construction manager at risk

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

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

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

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

Office of Administration and Planning
November 2019
Project Data Sheet for Board of Trustees Approval

Lincoln Tower Office Renovations
OSU-190192 (CNI# 18000154, 19000137)
Project Location: Lincoln Tower

- approval requested and amount
  increase professional services and construction

<table>
<thead>
<tr>
<th></th>
<th>Orig</th>
<th>Incr</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>prof services</td>
<td>$0.6M</td>
<td>$0.2M</td>
<td>$0.8M</td>
</tr>
<tr>
<td>construction</td>
<td>$4.4M</td>
<td>$1.8M</td>
<td>$6.2M</td>
</tr>
</tbody>
</table>

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

- project funding
  ☒ auxiliary funds
  ☐ university debt
  ☐ development funds
  ☐ university funds
  ☐ state funds

- project schedule
  BoT prof svc/cons approval 11/18
  design/bidding 12/18 – 10/19
  construction 11/19 – 06/20
  facility opening 06/20

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

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

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

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

- project team
  University project manager: Lance Timmons
  AE/design architect: Shyft Collective Design
  General contract:
Project Data Sheet for Board of Trustees Approval

Wexner Medical Center Inpatient Hospital
OSU-180391 (CNI# 17000099)
Project Location: 10th Avenue / Cannon Drive

- **approval requested and amount**
  - professional services $21.4M
  - construction (enablers) $7.8M

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

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

- **project schedule**
  - BoT professional services approval 2/18
  - design/bidding
  - construction
  - facility opening

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

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

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

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

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

Office of Administration and Planning  November 2019
Project Data Sheet for Board of Trustees Approval

WMC West Campus Ambulatory Facilities
OSU-180390 (CNI# 13000189, 18000175, 18000156)

Project Location: Kenny Road and Carmack Road

- approval requested and amount
  professional services (garage/site CDs) $2.5M
  construction w/contingency (garage) $17.7M

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

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

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

- project delivery method
  ☒ construction manager at risk

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

- project scope
  o the project will construct a cancer-focused ambulatory facility including a surgical center, proton therapy, and medical office space of approximately 400,000 sf
  o the proton therapy facility will focus on cutting edge cancer treatments
  o facilities will include outpatient operating rooms, an endoscopy unit, an urgent care, a pre-anesthesia center, an outpatient diagnostic imaging center, and patient and building support spaces
  o the project will also include a 640-space parking garage

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

- project team
  University project manager: Mitch Dollery
  AE/design architect: Perkins & Will
  CM at Risk: BoldtLinbeck (joint venture)
WEXNER MEDICAL CENTER BOARD PROJECTS RECOMMENDED FOR APPROVAL

November 20, 2019
# Professional Services and Construction Contracts

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Professional Services Approval Requested</th>
<th>Construction Approval Requested</th>
<th>Total Requested</th>
<th>Funding Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>WMC Loading Dock Expansion and Renovation</td>
<td>$0.5M</td>
<td>$0.0</td>
<td>$0.5M</td>
<td>Auxiliary Funds</td>
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<tr>
<td>Lincoln Tower Office Renovations (project increase)</td>
<td>$0.2M</td>
<td>$1.8M</td>
<td>$2.0M</td>
<td>Auxiliary Funds</td>
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<tr>
<td>WMC Inpatient Hospital</td>
<td>$21.4M</td>
<td>$7.8M (enabling work)</td>
<td>$29.2M</td>
<td>Auxiliary Funds</td>
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<tr>
<td>WMC West Campus Ambulatory Facilities</td>
<td>$2.5M</td>
<td>$17.7M</td>
<td>$20.2M</td>
<td>Auxiliary Funds</td>
</tr>
</tbody>
</table>
APPROVAL FOR ACQUISITION OF REAL PROPERTY
915 OLENTANGY RIVER ROAD
COLUMBUS, FRANKLIN COUNTY, OHIO
BOARD BACKGROUND

Background

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

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

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

Location and Description

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

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

Purchase of Property

WMC recommends that the university purchase the Property for $43,000,000 on terms and conditions set forth in the purchase option and that are in the best interest of the university. The Wexner Medical Center will provide the source of funding for the acquisition.
PURCHASE OF 7.849 ACRES OF REAL PROPERTY
915 OLENTANGY RIVER ROAD
PARCEL 010-280575
COLUMBUS, FRANKLIN COUNTY, OHIO 43212

Prepared By: The Ohio State University
Office of Planning, Architecture, and Real Estate
Issue Date: July 22, 2019
The Ohio State University Board of Trustees
3335-93-01 The Ohio State University Wexner Medical Center Board.

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

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

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

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

1. The dean of the college of medicine;
2. The president of the university faculty group practice;
3. The chief executive officer of the Ohio state university health system;
4. The chief executive officer(s) or executive director(s) of all university Wexner medical center hospitals;
5. The chief administrative officer of the Ohio state university health system;
6. The chief clinical officer of the Ohio state university Wexner medical center; and
7. The chief financial officer of the Ohio state university Wexner medical center.

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


3335-93-02 Powers and duties.

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

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

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

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

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

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

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

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

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

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

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

(I) Monitoring the university Wexner medical center integrity and compliance programs as adopted by the university board of trustees; and
(J) Reviewing strategic plans, capital and operating budgets of the university Wexner medical center, and making recommendations for approval to the university board of trustees, university president, and executive vice president and chancellor for health affairs.

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

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

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

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

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

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

(Board approval dates: 8/30/2013, 8/28/2015, 5/31/2019)
3335-93-04 Accountability and reporting.

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

1. The chair of the university Wexner medical center board or other designee as selected by the chair of the university board of trustees shall provide a summary report of its activities and actions taken at each regular meeting of the university board of trustees.

2. The chair of the university Wexner medical center board or other designee shall report annually also to the university board of trustees or appropriate Board committee on the following topics:
   a. Annual patient safety and quality report;
   b. Annual compliance report; and
   c. Annual financial report.

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

3335-93-05 Meetings and notice.

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

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

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

(D) Meetings of the university Wexner medical center board shall be conducted in accordance with the state laws of Ohio and open meetings laws, including, but
not limited to, the production and maintenance of minutes for all proceedings of
the university Wexner medical center board.

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

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

3335-93-06 Quorum.

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

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

3335-93-07 Vacancies.

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

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

3335-93-08 Removal.

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

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

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

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

(Board approval date: 8/30/2013)

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

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

(Board approval date: 8/30/2013)

3335-93-11 Confidentiality and Conflicts of Interest.

In addition to any applicable restrictions or obligations set forth in Chapter 102, section 2921.42 of the Revised Code and section 2921.43 of the Revised Code, which may apply to university trustees and ex-officio members of the university Wexner medical center board as employees of the university, all members of the university Wexner medical center board, including public members and the appointed members of any and all board committees have a duty of loyalty and
fidelity to the university, and they must govern their affairs honestly, exercising their best care, skill and judgment for the benefit of the university so as to avoid conflicts of interest and the appearance of impropriety.

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

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

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

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

3335-95-01 Officers of the board.

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


3335-95-02 Chair.

The chair shall be selected among the voting members of the university Wexner medical center board and shall be appointed by the chair of the university board of trustees, in consultation with the university president and the executive vice president and chancellor for health affairs, and ratified by the university board of
trustees. The chair shall be appointed annually and have specific skills and qualifications including, but not limited to, prior experience leading a board and demonstrated experience in business management. The chair of the university Wexner medical center board shall preside at all meetings of the board.


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

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

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

3335-97-02 Finance committee.

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

(B) Composition. The finance committee shall be composed of no fewer than five voting members of the university Wexner medical center board, with at least
three members being university trustees; the university chief financial officer; and such other members as determined by the chair of the university Wexner medical center board.

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


3335-97-03 Quality and professional affairs committee.

(A) Responsibilities. The quality and professional affairs committee shall be responsible for the following specific duties:

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

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

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

(D) Voting. With respect to items coming before the quality and professional affairs committee as detailed in paragraph (A) of this rule, at least two voting, non-public members of the university Wexner medical center board must be
present. Any action taken by this committee pursuant to the responsibilities as defined in Section 3335-97-03 (A)(1) to (A)(11) of the Administrative Code shall be taken only by the voting, non-public, committee members and approved by a majority vote thereof. The chief quality and patient safety officer shall recuse themselves from voting on matters defined in section 3335-97-03 (A)(7) and (A)(10) of the Administrative Code.

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


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

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

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

3335-101-01 General.

The university Wexner medical center board shall hold the medical staff organization of university hospitals and the medical staff organization of the James cancer hospital accountable to the university Wexner medical center board for establishing and maintaining standards of medical care for their respective facilities. As provided in rule 3335-101-04 of the Administrative Code, revisions to medical staff bylaws are subject to review and approval by the university Wexner medical center board before they are submitted to the Ohio state university board of trustees for adoption.
3335-101-02 Medical staff.

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

3335-101-03 Medical staff organization.

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

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

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

(C) To represent the medical staffs of university hospitals and the James cancer hospital and to provide the means whereby issues concerning the medical staffs of university hospitals and the James cancer hospital are discussed within the medical staff organization and among representatives of the medical staff, the
quality and professional affairs committee, the university Wexner medical center board, and the university Wexner medical center administration.

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


3335-101-04 Medical staff bylaws.

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


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

Upon recommendation of the medical staff of university hospitals or the James cancer hospital and in accordance with the medical staff bylaws, the university Wexner medical center board may appoint physicians, dentists, psychologists, and podiatrists meeting the qualifications prescribed in the medical staff bylaws, to membership on the medical staff of the university hospitals and the James cancer hospital and shall grant clinical privileges to such practitioners. Appointment to the medical staff carries with it full responsibility for the treatment of patients of the university Wexner medical center subject to such limitations as may be imposed by the university Wexner medical center board or the medical
staff bylaws, rules, and regulations of the medical staff. Appointment and reappointment to the medical staff shall be for a period not to exceed two years and shall be renewable in accordance with the reappointment procedure set forth in the medical staff bylaws. The chief medical officer of the medical center and the director of medical affairs for the James cancer hospital are delegated the responsibility by the university Wexner medical center board to grant temporary clinical privileges. The granting of temporary privileges shall be limited to situations which fulfill an important patient care need, and shall not be granted for a period of more than one hundred twenty days.


3335-101-06 Medical staff administrative committees.

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

(B) Composition. The composition of the medical staff administrative committee of the university hospitals medical staff shall be determined in accordance with the university hospitals medical staff bylaws and the chief medical officer of the medical center shall serve as chair of the university hospitals medical staff administrative committee. The composition of the medical staff administrative committee of the James cancer hospital medical staff shall be determined in accordance with the James cancer hospital medical staff bylaws and the James cancer hospital director of medical affairs shall serve as chair of the James cancer hospital medical staff administrative committee. Any members may be removed from the medical staff administrative committee in accordance with the medical staff bylaws. Replacement or additional members may be appointed to the medical staff administrative committees in accordance with the medical staff bylaws and subject to review/renewal on a yearly basis to maintain the medical staff administrative committee’s constituency.
(C) Meetings. Each medical staff administrative committee shall meet monthly. Minutes of the meetings shall be available to all members of the university Wexner medical center board and the quality and professional affairs committee of the university Wexner medical center board, the executive vice president and chancellor for health affairs, the dean of the college of medicine and the deans of other professional colleges whose faculty have appointments on the medical and dental staffs.


3335-101-07 Hospitals clinical departments.

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

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

(C) The executive vice president and chancellor for health affairs shall recommend a candidate for the appointment of the chief clinical officer of the medical center to the university Wexner medical center board. The university Wexner medical center board shall appoint the chief clinical officer of the medical center. The chief clinical officer of the university Wexner medical center shall report to the vice president for health services, the executive vice president and chancellor for health affairs and to the university Wexner medical center board. In matters relating to medical care in the university hospitals, members of the clinical departments of the university hospitals are accountable to the clinical chiefs, and medical directors who are accountable to the chief clinical officer of the medical center.
(D) The chief clinical officer is the senior medical officer for the medical center with the responsibility and authority for all health and medical care delivered at the medical center. The chief clinical officer is responsible for overall quality improvement and clinical leadership throughout the medical center, physician alignment, patient safety and medical staff development. The chief clinical officer is a key member of the senior management team and is expected to participate in all strategic, operational and policy decisions as a senior corporate officer of the medical center. The chief clinical officer is accountable for developing and managing systems and forums that foster the transfer of knowledge, information and process improvement methodologies to administrative and clinical leadership and staff. The chief clinical officer has the authority and responsibility of the organization of clinical service to optimize high quality care.

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

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

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

The Ohio State University
(A Component Unit of the State of Ohio)
Financial Statements
As of and for the Years Ended June 30, 2019 and 2018
And Report of Independent Auditors
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Report of Independent Auditors

To the Board of Trustees of
The Ohio State University

We have audited the accompanying financial statements of the primary institution and of the aggregate discretely presented component units, of The Ohio State University (the “University”), a component unit of the State of Ohio, which comprise the statements of net position as of June 30, 2019 and 2018, and the related statements of revenues, expenses and changes in net position and of cash flows for the years then ended, and the related notes to the financial statements, which collectively comprise the University’s basic financial statements.

Management’s Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors’ Responsibility

Our responsibility is to express opinions on the financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the University’s preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the University’s internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Opinions

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the primary institution and the aggregate discretely presented component units of The Ohio State University as of June 30, 2019 and 2018, and the respective changes in financial position and cash flows thereof for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

11/1/2019 Draft
November 21, 2019, Board of Trustees meeting
Required Supplementary Information

The accompanying management's discussion and analysis on pages 3 through 21, the Required Supplementary Information on GASB 68 Pension Liabilities on page 93 and the Required Supplementary Information on GASB 75 Net OPEB Liabilities on page 94 are required by accounting principles generally accepted in the United States of America to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audits of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Other Information

Our audits were conducted for the purpose of forming opinions on the financial statements that collectively comprise the University's basic financial statements. The accompanying other information on the long-term investment pool on pages 95 through 96 is presented for purposes of additional analysis and is not a required part of the basic financial statements. Such information has not been subjected to the auditing procedures applied in the audits of the basic financial statements and, accordingly, we do not express an opinion or provide any assurance on it.

Other Reporting Required by Government Auditing Standards

In accordance with Government Auditing Standards, we have also issued our report dated November 22, 2019 on our consideration of the University’s internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements and other matters for the year ended June 30, 2019. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with Government Auditing Standards in considering the University’s internal control over financial reporting and compliance.

November 22, 2019
Management’s Discussion and Analysis (Unaudited)

The following Management’s Discussion and Analysis, or MD&A, provides an overview of the financial position and activities of The Ohio State University (the “university”) for the year ended June 30, 2019, with comparative information for the years ended June 30, 2018 and June 30, 2017. We encourage you to read this MD&A section in conjunction with the audited financial statements and footnotes appearing in this report.

About The Ohio State University

The Ohio State University is the State of Ohio’s flagship research institution and one of the largest universities in the United States of America, with over 68,000 students, 7,000 faculty members and 27,000 staff members. Founded in 1870 under the Morrill Land Grant Act, the university – which was originally known as the Ohio Agricultural and Mechanical College – has grown over the years into a comprehensive public institution of higher learning, with over 200 undergraduate majors, 168 master’s degree programs, 114 doctoral programs and nine professional degree programs.

The university is governed by a board of trustees who are responsible for oversight of academic programs, budgets, general administration, and employment of faculty and staff. The university’s 15 colleges, four regional campuses, the Wexner Medical Center and various academic support units operate largely on a decentralized basis. The Board approves annual budgets for university operations, but these budgets are managed at the college and department level.

The Ohio State University Wexner Medical Center ("the Medical Center") is one of the largest and most diverse academic medical centers in the country and the only academic medical center in central Ohio. As a part of the Wexner Medical Center, the Health System operates under the governance of The Ohio State University Board of Trustees and is comprised of seven hospitals and a network of ambulatory care locations. The Health System provides care across the spectrum from primary care to quaternary specialized care. Key clinical care locations and facilities at the Health System include:

- **University Hospital**: the Wexner Medical Center’s flagship hospital is a leader in minimally invasive surgery, a Level I Trauma Center and one of the busiest kidney and pancreas transplant centers in the world.
- **Arthur G. James Cancer Hospital and Solove Research Institute ("The James")**: one of the nation’s premier centers for prevention, detection and treatment of cancer.
- **Richard M. Ross Heart Hospital ("The Ross")**: a leader in cardiology and heart surgery, the Ross Heart Hospital is the only nationally ranked heart hospital in the area, according to U.S. News & World Report.
- **OSU Harding Hospital**: offers the most comprehensive inpatient and outpatient mental health and behavioral health services in central Ohio.
- **University Hospital East**: offers renowned Ohio State services in orthopedic care, emergency services, cancer care, addiction services, ear, nose and throat care, heart care, radiology and imaging services, rehabilitation and wound healing.
- **Dodd Hall**: home to Ohio State’s nationally recognized and accredited rehabilitation inpatient program, specializing in stroke, brain and spinal cord rehabilitation.
Management’s Discussion & Analysis (Unaudited) - continued

- **Brain and Spine Hospital**: home to central Ohio’s top-ranked Neurology/Neurosurgery program, according to U.S. News & World Report. Patients benefit from the expertise of a world-renowned team of doctors, nurses and scientists, each specializing in just one disorder.

- **Ambulatory Services**: offering primary care and many specialized health services in numerous convenient locations throughout Ohio. Primary care, sports medicine, orthopedics, mammography, imaging, wound care and other specialties are provided with the compassionate and nationally ranked expert care that is synonymous with The Ohio State University Wexner Medical Center.

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

The following financial statements reflect all assets, liabilities, deferred inflows/outflows and net position (equity) of the university, the Ohio State University Wexner Medical Center, the Ohio Agricultural Research and Development Center (OARDC) and the Ohio Technology Consortium (OH-TECH), which is an umbrella organization that includes the Ohio Academic Resources Network (OARnet), the Ohio Supercomputer Center and the Ohio Library and Information Network (OhioLINK). These entities constitute the “primary government” for financial reporting purposes. In addition, the financial statements include consolidated financial results for a number of “component units”, which are legally separate entities that meet the financial accountability criteria set forth in Governmental Accounting Standards Board (GASB) Statement No. 14, *The Financial Reporting Entity*, as amended by GASB Statement No. 61, *The Financial Reporting Entity: Omnibus* and Statement No. 80, *Blending Requirements for Certain Component Units—an amendment of GASB Statement No. 14*.

The following component units are considered to “exclusively benefit” the university and are shown in a blended presentation with the primary government:

- The OSU Foundation (a fundraising foundation operating exclusively for the benefit of the university)
- OSU Health Plan (a non-profit organization – formerly known as OSU Managed Health Care Systems – that administers university health care benefits)
- Oval Limited (captive insurer that provides medical malpractice coverage to university hospitals and physicians)
- Pelotonia (a new fundraising organization operating exclusively for the benefit of the university – operations of the original Pelotonia LLC organization will be transferred to the new Pelotonia organization in FY2020)

The GASB has indicated that, under the amended consolidation standards, the “exclusive benefit” criterion for blending is not met when a component unit provides services to parties external to the primary government.
As a result, the university presents the following component units in a discrete presentation:

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

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

About the Financial Statements

The university presents its financial statements in a “business type activity” format, in accordance with GASB Statement No. 34, Basic Financial Statements – and Management’s Discussion and Analysis – for State and Local Governments and GASB Statement No. 35, Basic Financial Statements – and Management’s Discussion and Analysis – for Public Colleges and Universities – an amendment of GASB Statement No. 34. In addition to this MD&A section, the financial statements include a Statement of Net Position, a Statement of Revenues, Expenses and Changes in Net Position, a Statement of Cash Flows and Notes to the Financial Statements. Separate columns are presented for the primary institution (which includes the primary government and the blended component units), discretely presented component units and the total university. Unless otherwise specified, the amounts presented in this MD&A are for the primary institution.

The **Statement of Net Position** is the university’s balance sheet. It reflects the total assets, deferred outflows, liabilities, deferred inflows and net position (equity) of the university as of June 30, 2019, with comparative information as of June 30, 2018. Liabilities due within one year, and assets available to pay those liabilities, are classified as current. Other assets and liabilities are classified as non-current. Investment assets are carried at fair value or at NAV, as applicable. Capital assets, which include the university’s land, buildings, improvements, and equipment, are shown net of accumulated depreciation. Net position is grouped in the following categories:

- Net investment in capital assets
- Restricted – Nonexpendable
- Restricted – Expendable
- Unrestricted

In addition to assets, liabilities and net position, the university’s balance sheet includes deferred outflows of resources and deferred inflows of resources.
Deferred outflows are similar to assets and will be recognized as expense in future periods. Deferred inflows are similar to liabilities and will be recognized as revenue (or reductions of expense) in future periods.

The **Statement of Revenues, Expenses and Changes in Net Position** is the university's income statement. It details how net position has increased (or decreased) during the year ended June 30, 2019, with comparative information for the year ended June 30, 2018. Tuition revenue is shown net of scholarship allowances, patient care revenue is shown net of contractual allowances, charity care and bad debt expense, depreciation is provided for capital assets, and there are required subtotals for net operating income (loss) and net income (loss) before capital contributions and additions to permanent endowments.

It should be noted that the required subtotal for net operating income or loss generally will reflect a "loss" for state-supported colleges and universities. This is primarily due to the way operating and non-operating items are defined under GASB Statement No. 9, *Reporting Cash Flows of Proprietary and Nonexpendable Trust Funds and Governmental Entities That Use Proprietary Fund Accounting*. Operating expenses include virtually all university expenses, except for interest on long-term debt and certain investment management expenses. Operating revenues, however, exclude certain significant revenue streams that the university and other public institutions have traditionally relied upon to fund current operations, including state instructional support, current-use gifts and investment income.

The **Statement of Cash Flows** details how cash has increased (or decreased) during the year ended June 30, 2019, with comparative information for the year ended June 30, 2018. It breaks out the sources and uses of university cash into the following categories:

- Operating activities
- Noncapital financing activities
- Capital financing activities
- Investing activities

Cash flows associated with the university’s expendable net position appear in the operating and noncapital financing categories. Capital financing activities include payments for capital assets, proceeds from long-term debt and debt repayments. Purchases and sales of investments are reflected as investing activities.

The **Notes to the Financial Statements**, which follow the financial statements, provide additional details on the numbers in the financial statements. Behind the notes is a section that provides required supplementary information related to pensions and other post-employment benefits and other information on the university’s Long-Term Investment Pool.
Management’s Discussion & Analysis (Unaudited) - continued

Financial Highlights and Key Trends

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

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

The following sections provide additional details on the university’s 2019 financial results and a look ahead at significant economic conditions that are expected to affect the university in the future.
During the year ended June 30, 2019, cash and temporary investment balances increased $285 million, to $3.31 billion, primarily due to strong healthcare operating cash flows. Amounts shown as restricted cash consist primarily of unspent proceeds from the General Receipts Bonds, which are being used to fund various capital projects. Restricted cash balances decreased $73 million, to $492 million at June 30, 2019, reflecting application of bond proceeds to capital projects. The Statement of Cash Flows, which is discussed in more detail below, provides additional information on sources and uses of university cash.
Accounts receivable increased $16 million, to $635 million at June 30, 2019. Increases in Health System patient receivables, tuition receivables and receivables for departmental earnings operations were partially offset by a decrease in receivables related to the federal direct-lending program. Inventories and prepaid expenses increased $8 million, to $134 million at June 30, 2019, primarily due to increases in Health System pharmaceutical inventories.

The fair value of the university’s long-term investment pool (LTIP) increased $45 million, to $5.26 billion at June 30, 2019. The increase is primarily due to $192 million of additions to quasi-endowment funds, $107 million of interest and dividend income and a net $7 million increase in the fair value of LTIP investments. These increases were partially offset by $217 million in distributions. The long-term investment pool operates similar to a mutual fund, in that each named fund is assigned a number of shares in the pool. It includes the gifted endowment funds of the university, gifted endowment funds of the OSU Foundation, and unrestricted funds that have been internally designated to function as endowments. The pool is invested in a diversified portfolio of equity and fixed-income securities, partnerships and hedge funds that is intended to provide the long-term growth necessary to preserve the value of these funds, adjusted for inflation, while making distributions to support the university’s mission.

The university has established a securities lending program through its custodian bank for the long-term investment pool. Securities loaned by the university are secured by collateral in the form of cash, equity, U.S. government obligations, and foreign government/private debt. The portion of this collateral that was received in cash increased $5 million, to $44 million at June 30, 2019, reflecting an increase in securities lending activity in 2019. These balances are reported in the Statement of Net Position as a current asset and a corresponding current liability.

Other long-term investments are non-unitized investments that relate primarily to gift arrangements between donors and the OSU Foundation and long-term investments of operating funds. These investments increased $56 million, to $220 million, at June 30, 2019, primarily due to an unrealized gain in funds invested with Drive Capital.

Capital assets, which include the university’s land, buildings, improvements, equipment and library books grew $225 million, to $5.27 billion at June 30, 2019. The university depreciates its capital assets on a straight-line basis, using estimated useful lives ranging from 5 years (for computer equipment and software) to 100 years (for certain building components such as foundations). Depreciation expense increased $19 million, to $413 million in 2019.

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

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

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

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

Major academic facility projects currently underway include:

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

- Postle Hall – Construction is underway on the $98 million project to construct a 130,000 square foot dental facility for student pre-clinical labs and patient clinics, an ambulatory surgery center, a faculty practice, a radiology clinic, and a sterilization facility. The project is slated for completion in the spring of 2020.

- Koffolt and Fontana Labs – This $59 million project will provide approximately 124,000 square feet of research labs, teaching labs, classrooms, and departmental offices for Biomedical Engineering and Materials Science Engineering. The facilities are slated for completion in the fall of 2019.
Management’s Discussion & Analysis (Unaudited) - continued

- Wooster Laboratory building – Construction is underway on a $34 million Entomology research facility at the Wooster campus. The project is slated for completion in the spring of 2020.

- Health Sciences Faculty Office and Optometry clinic – Construction has begun for a new $36 million facility at the corner of 11th and Neil Avenues.

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

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

On April 10, 2017, the university entered into a 50-year agreement to lease the university’s utility system to Ohio State Energy Partners (OSEP) and grant it the exclusive right to operate the utility system and provide utility services to the Columbus campus. On July 6, 2017, the university received an upfront payment of $1.09 billion. The upfront payment is reported as an advance from concessionaire and is being amortized as a reduction to operating expense (Operation and Maintenance of Plant) on a straight-line basis over the term of the agreement.

Under the agreement, OSEP operates, maintains and makes capital investments in the utility system and charges the university a Utility Fee, which includes fixed, variable and operating and maintenance (O&M) components. OSEP capital investments in the utility system are recognized as capital assets and a related long-term payable to the concessionaire. The fixed and O&M components of the Utility Fee are recognized as operating expense. The variable component of the Utility Fee will be recognized as a reduction in the long-term payable to the concessionaire and interest expense. For the years ended June 30, 2019 and 2018, the university recognized fixed and O&M utility fees totaling $56 million and $53 million, respectively. The carrying amount of OSEP capital investments and related payable to the concessionaire at June 30, 2019 and June 30, 2018 were $42 million and $10 million, respectively.

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

The university’s plant debt includes variable rate demand bonds that mature at various dates through 2044. GASB Interpretation 1, Demand Bonds Issued by State and Local Governmental Entities, provides guidance on the statement of net position classification of these bonds.
Management's Discussion & Analysis (Unaudited) - continued

Under GASB Interpretation 1, outstanding principal balances on variable rate demand bonds may be classified as noncurrent liabilities if the issuer has entered into a “take-out agreement” to convert bonds “put” but not resold into some other form of long-term obligation. In the absence of such an agreement, the total outstanding principal balances for these bonds are required to be classified as current liabilities.

Although it is the university’s intent to repay its variable rate demand bonds in accordance with the maturities set forth in the bond offering circulars, the university does not have “take-out agreements” in place per the GASB Interpretation 1 requirements. Accordingly, the university has classified the total outstanding principal balances on its variable rate demand bonds as current liabilities. These obligations totaled $575 million and $588 million at June 30, 2019 and 2018, respectively.

GASB Statement No. 68 requires governmental employers participating in defined benefit pension plans to recognize liabilities for plans whose actuarial liabilities exceed the plan’s net assets. These liabilities are referred to as net pension liabilities. A related accounting standard, GASB Statement No. 75, requires employers participating in other post-employment benefit (OPEB) plans to recognize liabilities for plans whose actuarial liabilities exceed the plan’s net assets. OPEB benefits consist primarily of post-retirement healthcare. The university participates in two multi-employer cost-sharing retirement systems, OPERS and STRS-Ohio, and is required to record a liability for its proportionate share of the net pension and OPEB liabilities of the retirement systems.

In 2019, the university’s share of OPERS and STRS-Ohio net pension liabilities increased $1.17 billion, to $3.72 billion at June 30, 2019. The increase relates primarily to OPERS net pension liabilities. In calendar year 2018, OPERS reduced its long-term assumed rate of return on pension plan investments from 7.5% to 7.2%, increasing total pension liabilities for the system. In addition, OPERS realized a 2.99% negative return on defined benefit plan investments for the period. STRS net pension liabilities were relatively stable in 2019. Deferred outflows related to pensions increased $386 million, to $1.02 billion at June 30, 2019, and deferred inflows related to pensions decreased $302 million, to $110 million at June 30, 2019. The swing in deferrals relates primarily to OPERS projected vs actual investment returns. These deferrals will be recognized as pension expense in future periods.

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

Total pension and OPEB expense recognized by the university was $841 million in 2019. Total pension and OPEB expense includes $358 million of employer contributions and $483 million of expense accruals related to the net increase in pension and OPEB liabilities year over year.
It should be noted that, in Ohio, employer contributions to the state’s cost-sharing multi-employer retirement systems are established by statute. These contributions, which are payable to the retirement systems one month in arrears, constitute the full legal claim on the university for pension and OPEB funding. Although the liabilities recognized under GASB 68 and GASB 75 meet the GASB’s definition of a liability in its conceptual framework for accounting standards, they do not represent legal claims on the university’s resources, and there are no cash flows associated with the recognition of net pension and OPEB liabilities, deferrals and related expense.

Deferred inflows primarily consist of changes to OPEB and pension liabilities as explained in the previous paragraphs. Other deferred inflows consist primarily of the unamortized proceeds of the parking service concession arrangement. The parking deferred inflows, which totaled $417 million at June 30, 2019, are being amortized to operating revenue on a straight-line basis over the 50-year life of the agreement. The remaining balance of deferred inflows relates to deferred gains on debt-related transactions and deferrals for irrevocable split-interest agreements.

Prior-Year Highlights: In 2017, the university entered into a 50-year comprehensive energy management agreement with Ohio State Energy Partners (OSEP) and received a $1.09 billion upfront payment. $820 million of the upfront proceeds have been invested in the university’s Long Term Investment Pool. The remainder of the upfront proceeds will be used to finance capital projects. On July 1, 2017, the university implemented GASB Statement No. 75, Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions. The adoption of the new standard – which requires employers participating in cost-sharing multi-employer retirement plans to recognize a share of the retirement plans’ unfunded other postemployment benefit (OPEB) liabilities – resulted in a $1.22 billion reduction in the university’s opening unrestricted net position. The net OPEB liability recognized by the university at June 30, 2018 was $1.25 billion. In 2017, the fair value of the university’s long-term investment pool increased $637 million, to $4.25 billion, primarily due to a combination of $494 million in net investment income and a $250 million investment of Wexner Medical Center Health System cash in the pool. Net pension liabilities increased $771 million, to $3.57 billion, reflecting a reduction in the discount rate used by OPERS to calculate the pension liability and lower-than-projected investment returns for STRS-Ohio.
Management’s Discussion & Analysis (Unaudited) - continued

Statement of Revenues, Expenses and Changes in Net Position

Summary of Revenues, Expenses and Changes in Net Position  
(in thousands)

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Revenues:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition and fees, net</td>
<td>$ 969,633</td>
<td>$ 935,893</td>
<td>$ 927,317</td>
</tr>
<tr>
<td>Grants and contracts</td>
<td>732,253</td>
<td>698,847</td>
<td>677,361</td>
</tr>
<tr>
<td>Auxiliary enterprises sales and services, net</td>
<td>339,615</td>
<td>328,692</td>
<td>300,497</td>
</tr>
<tr>
<td>OSU Health System sales and services, net</td>
<td>3,432,271</td>
<td>3,103,891</td>
<td>2,853,177</td>
</tr>
<tr>
<td>Departmental sales and other operating revenues</td>
<td>201,783</td>
<td>183,823</td>
<td>194,991</td>
</tr>
<tr>
<td><strong>Total operating revenues</strong></td>
<td>$5,675,555</td>
<td>$5,251,146</td>
<td>$4,971,443</td>
</tr>
<tr>
<td><strong>Operating Expenses:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Educational and general</td>
<td>2,665,355</td>
<td>1,998,165</td>
<td>2,432,201</td>
</tr>
<tr>
<td>Auxiliary enterprises</td>
<td>361,346</td>
<td>322,149</td>
<td>313,185</td>
</tr>
<tr>
<td>OSU Health System</td>
<td>3,109,070</td>
<td>2,720,988</td>
<td>2,595,797</td>
</tr>
<tr>
<td>Depreciation</td>
<td>413,039</td>
<td>394,461</td>
<td>374,615</td>
</tr>
<tr>
<td><strong>Total operating expenses</strong></td>
<td>$6,548,810</td>
<td>$5,435,763</td>
<td>$5,715,798</td>
</tr>
<tr>
<td><strong>Net operating loss</strong></td>
<td>$(873,255)</td>
<td>$(184,617)</td>
<td>$(744,355)</td>
</tr>
<tr>
<td><strong>Non-operating revenues (expenses):</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>State share of instruction and line-item appropriations</td>
<td>469,679</td>
<td>475,593</td>
<td>473,061</td>
</tr>
<tr>
<td>Gifts - current use</td>
<td>160,102</td>
<td>168,209</td>
<td>181,212</td>
</tr>
<tr>
<td>Net investment income (loss)</td>
<td>208,683</td>
<td>439,154</td>
<td>542,819</td>
</tr>
<tr>
<td>Grants, interest expense and other non-operating</td>
<td>$(14,961)</td>
<td>$(7,614)</td>
<td>$(38,131)</td>
</tr>
<tr>
<td><strong>Net non-operating revenue</strong></td>
<td>$844,483</td>
<td>$1,075,342</td>
<td>$1,158,961</td>
</tr>
<tr>
<td><strong>Income (loss) before other changes in net position</strong></td>
<td>$(28,772)</td>
<td>890,725</td>
<td>414,606</td>
</tr>
<tr>
<td>State capital appropriations</td>
<td>64,900</td>
<td>83,217</td>
<td>68,270</td>
</tr>
<tr>
<td>Private capital gifts</td>
<td>26,585</td>
<td>15,470</td>
<td>26,762</td>
</tr>
<tr>
<td>Additions to permanent endowments</td>
<td>45,533</td>
<td>55,579</td>
<td>52,458</td>
</tr>
<tr>
<td>Capital contributions and other changes in net position</td>
<td>3,236</td>
<td>6,129</td>
<td>7,719</td>
</tr>
<tr>
<td><strong>Total other changes in net position</strong></td>
<td>$140,234</td>
<td>$160,395</td>
<td>$155,209</td>
</tr>
<tr>
<td><strong>Increase in net position</strong></td>
<td>$111,462</td>
<td>$1,051,120</td>
<td>$569,815</td>
</tr>
<tr>
<td>Net position - beginning of year</td>
<td>5,322,614</td>
<td>5,496,365</td>
<td>5,496,365</td>
</tr>
<tr>
<td><strong>Cumulative effect of accounting change</strong></td>
<td>0</td>
<td>$(1,224,871)</td>
<td>$(15,240)</td>
</tr>
<tr>
<td><strong>Net position - end of year</strong></td>
<td>$5,434,076</td>
<td>$5,322,614</td>
<td>$5,496,365</td>
</tr>
</tbody>
</table>

Net tuition and fees increased $34 million, to $970 million in 2019, primarily due to a combination of enrollment and rate increases. New first year student enrollment was up 10%, and instructional and non-resident tuition rates were up 1.4% and 4.8%, respectively. The overall increase in gross tuition, which totaled $54 million, was partially offset by a $20 million increase in scholarship allowances. In 2018, the university introduced the Ohio State Tuition Guarantee for new first-year students, which provides incoming undergraduates with more certainty about college costs by setting rates for in-state tuition, mandatory fees, room and board for four years. Total enrollment for the 2018-2019 academic year was up 0.9% over the prior academic year.

Operating grant and contract revenues increased $33 million, to $732 million in 2019. The increase relates primarily to a $30 million increase in federal research grants managed by the Office of Sponsored Programs.
Management's Discussion & Analysis (Unaudited) - continued

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

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

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

<table>
<thead>
<tr>
<th>Educational and General Expenses (in thousands)</th>
<th>2019</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction and departmental research</td>
<td>$1,038,290</td>
<td>$1,006,057</td>
<td>$952,038</td>
</tr>
<tr>
<td>Separately budgeted research</td>
<td>492,816</td>
<td>473,463</td>
<td>462,514</td>
</tr>
<tr>
<td>Public service</td>
<td>176,384</td>
<td>177,325</td>
<td>162,807</td>
</tr>
<tr>
<td>Academic support</td>
<td>223,172</td>
<td>217,086</td>
<td>202,375</td>
</tr>
<tr>
<td>Student services</td>
<td>93,405</td>
<td>99,032</td>
<td>100,221</td>
</tr>
<tr>
<td>Institutional support</td>
<td>246,307</td>
<td>188,735</td>
<td>158,761</td>
</tr>
<tr>
<td>Operation and maintenance of plant</td>
<td>123,128</td>
<td>118,556</td>
<td>89,473</td>
</tr>
<tr>
<td>Scholarships and fellowships</td>
<td>127,769</td>
<td>130,363</td>
<td>129,267</td>
</tr>
<tr>
<td>Non-cash accruals for pensions and other postemployment benefits</td>
<td>144,084</td>
<td>(412,452)</td>
<td>174,745</td>
</tr>
<tr>
<td>Total educational and general expense</td>
<td>$2,665,355</td>
<td>$1,968,165</td>
<td>$2,432,201</td>
</tr>
</tbody>
</table>

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

Health System operating revenues grew $328 million, to $3.43 billion in 2019. Operating expenses (excluding depreciation, interest and transfers) increased $388 million, to $3.11 billion. An in-depth look at the Health System, as presented in their stand-alone financial statements, is provided below.
The Health System operates nearly 1,450 inpatient beds and serves as a major tertiary and quaternary referral center for Ohio and the Midwest. The Wexner Medical Center delivers superior patient care, quality outcomes, and patient safety and has been recognized by US News and World Report for 27 consecutive years as one of "America’s Best Hospitals." Eleven specialties have been in the top 10% nationally, and the Medical Center received the highest possible rating for eight common procedures and conditions. In 2019, Becker Hospital Review selected the Medical Center for its list of “100 Great Hospitals in America” in innovation, top-notch patient care and leadership in clinical advancement backed by forward-thinking research.

The Health System is proud to be the first health system in central Ohio to have a hospital achieve Magnet Recognition, one of the highest honors awarded for nursing excellence. The Ross Heart Hospital, University Hospital, and The James are all designated Magnet hospitals. The Health System has more "Top Doctors" than any other central Ohio hospital. Our physicians were selected by Castle Connolly because they are among the very best in their specialties.

In 2019, the Health System was leading the way with the Medical Center strategy of being "future-focused and driven to improve health in Ohio and across the world through innovation in research, education and patient care" and continued its financial excellence due to increased demand for our services combined with the persistent focus on improving efficiency. Inpatient admissions continued with a strong patient mix while inpatient beds increased 3.8% compared to the prior year.

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

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

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

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

In 2019, total operating revenues grew $274.4 million, or 8.8% over the prior fiscal year. Growth in surgical cases, increased chemotherapy and pharmaceutical volumes and increased bed capacity contributed to the growth in operating revenue.
Management’s Discussion & Analysis (Unaudited)  - continued

Approximately 92% of total operating revenues are from patient care activities. Other Operating Revenues include revenue from reference labs, cafeteria operations, rental agreements and other non-patient services. Due to the increasing complexity and significantly growing number of specialty oral and self-administered pharmaceuticals available for cancer and non-cancer patients, the Health System operates a Retail Pharmacy dedicated to improving patient care by easing the challenges of managing medications. The Retail Pharmacy contributed $127.6 million of operating revenues in 2019 and $98.8 million in 2018. Other Operating Revenues also includes a portion of the margin shared with Nationwide Children’s Hospital for the management of the Neonatal Intensive Care Unit located at the Health System. The goal of this managed unit is to standardize the care and quality outcomes of all the neonatal patients in Central Ohio. The NICU contributed $15.9 million of operating revenues in 2019 and $16.6 million in 2018.

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

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

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

The Health System will continue to respond to the challenges and opportunities of the healthcare environment. The healthcare industry is witnessing a transformation toward a value-based system that will require The Health System to continue to provide high quality care and superior outcomes. The Health System has aggressively implemented cutting edge healthcare delivery strategies and continues to enhance tertiary and quaternary care delivery across a broader geographic area.
The Health System is continuing its mission to provide world-class patient care and meet anticipated future growth, embarking on a plan to expand its primary and preventive care presence with the construction of new state-of-the-art outpatient centers. In 2019, the Health System committed to building two new facilities, including a 244,000 square foot center in Northeast Columbus that will include primary care, oncology, heart and vascular, orthopedic and neuroscience care along with four ambulatory surgery operating rooms and four endoscopy rooms. The second specialty center will be located in Dublin, Ohio. The Health System will continue creating an innovative healthcare delivery model to deliver high value care with an unparalleled patient experience and access.

Revenues and operating expenses of OSU Physicians, Inc. (OSUP), the University’s central practice group for physician faculty members of the College of Medicine and Public Health, continued to grow in 2019. Total consolidated operating revenues increased $34 million, to $560 million, reflecting increases in patient volumes. Total consolidated OSUP expenses (excluding depreciation and interest) increased $23 million to $507 million in 2019. These figures are included in the Discretely Presented Component Units columns of the university’s financial statements.

Total state operating support was relatively stable in 2019, decreasing $6 million, to $470 million. State share of instruction decreased $6 million, to $383 million due to a one-time appropriation in fiscal year 2018 of $5 million for the John Glenn College of Public Affairs’s State of Ohio Leadership Institute. State line-item appropriations were flat at $86 million.

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

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

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

Prior-Year Highlights: In 2018, OSU Health System operating revenues grew $251 million, to $3.10 billion. Health System operating expenses (excluding depreciation, interest and transfers) increased $125 million, to $2.72 billion. University investments yielded $439 million of net investment income, reflecting LTIP returns of +7.7%. Educational and general expenses decreased $434 million, to $2.00 billion, primarily due to pension and OPEB accruals. In 2017, OSU Health System consolidated operating revenues increased $228 million, to $2.85 billion, reflecting continued volume growth for both inpatient and outpatient services. Auxiliary revenues increased $48 million, to $309 million, primarily due to increases in the number of beds in the North Residential District and additional meal plans sold to second-year students, who are now required to live in the campus dorms. Educational and general expenses increased $129 million, to $2.49 billion, primarily due to GASB 68 pension accruals.

Statement of Cash Flows

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

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

Economic Factors That Will Affect the Future

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

Guided by the strategic plan, the university’s focus on operational excellence and resource stewardship has produced dedicated funding sources that support new affordability measures, teaching programs and other commitments to bolster academic excellence.
To that end, Ohio State expects to generate more than $200 million in efficiency savings from fiscal 2015 through fiscal 2020 for academic initiatives, and the university invested $800 million in proceeds from the Comprehensive Energy Management partnership into endowments that provide ongoing support for strategic academic priorities.

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

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

- **Access and Affordability.** Ohio State is controlling costs and providing unprecedented aid for students demonstrating financial need. In total, the university has increased financial assistance committing more than $150 million and supporting more than 5,000 low- to moderate-income Ohio students. These unprecedented affordability efforts are funded with efficiency initiatives and proceeds from innovative funding.

- **Teaching and Learning.** Ohio State’s comprehensive digital learning initiative, Digital Flagship, is providing more than 24,000 first- and second-year students with an iPad and related tools for the 2019-2020 academic year. The program includes support for faculty interested in utilizing technology in the classroom, the development of new university apps and economic development opportunities. The university is funding the program using efficiency savings.

- **Operational Excellence and Resource Stewardship.** In a continued effort to control costs and provide unprecedented aid to students, the university prioritized strategic procurement to reduce costs. Since fiscal 2013, the university has produced $324 million in cumulative savings while negotiating 960 university contracts.

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

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

**Cautionary Note Regarding Forward-Looking Statements**

Certain information provided by the university, including written as outlined above or oral statements made by its representatives, may contain forward-looking statements as defined in the Private Securities Litigation Reform Act of 1995.
All statements, other than statements of historical facts, which address activities, events or developments that the university expects or anticipates will or may occur in the future contain forward-looking information.

In reviewing such information, it should be kept in mind that actual results may differ materially from those projected or suggested in such forward-looking information. This forward-looking information is based upon various factors and was derived using various assumptions. The university does not undertake to update forward-looking information contained in this report or elsewhere to reflect actual results, changes in assumptions or changes in other factors affecting such forward-looking information.
## THE OHIO STATE UNIVERSITY
### STATEMENTS OF NET POSITION
#### June 30, 2019 and June 30, 2018

(in thousands)

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS AND DEFERRED INFLOWS:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Assets:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$1,570,154</td>
<td>$1,412,728</td>
<td>$136,936</td>
<td>$136,098</td>
</tr>
<tr>
<td>Temporary investments</td>
<td>1,738,010</td>
<td>1,610,626</td>
<td>16,510</td>
<td>4,845</td>
</tr>
<tr>
<td>Accounts receivable, net</td>
<td>655,324</td>
<td>619,310</td>
<td>63,603</td>
<td>53,277</td>
</tr>
<tr>
<td>Notes receivable - current portion, net</td>
<td>25,331</td>
<td>25,231</td>
<td>87</td>
<td>86</td>
</tr>
<tr>
<td>Notes receivable - current portion, net</td>
<td>31,540</td>
<td>29,524</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Notes receivable - current portion, net</td>
<td>25,050</td>
<td>23,454</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Inventories and prepaid expenses</td>
<td>133,524</td>
<td>125,289</td>
<td>4,597</td>
<td>4,592</td>
</tr>
<tr>
<td>Investments held under securities lending program</td>
<td>44,391</td>
<td>39,510</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Amounts due from (to) primary institution</td>
<td>(22,349)</td>
<td>(15,966)</td>
<td>22,349</td>
<td>16,966</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td>$4,190,888</td>
<td>$3,989,886</td>
<td>$244,479</td>
<td>$215,584</td>
</tr>
<tr>
<td><strong>Noncurrent Assets:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$591,844</td>
<td>$579,363</td>
<td>$20,947</td>
<td>$24,949</td>
</tr>
<tr>
<td>Deposits and advance payments for goods and services</td>
<td>281,886</td>
<td>274,401</td>
<td>2,461</td>
<td>2,548</td>
</tr>
<tr>
<td>Notes receivable, net</td>
<td>60,750</td>
<td>41,118</td>
<td>2,094</td>
<td>2,094</td>
</tr>
<tr>
<td>Notes receivable, net</td>
<td>64,151</td>
<td>70,901</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Notes receivable, net</td>
<td>74,520</td>
<td>-</td>
<td>74,520</td>
<td>-</td>
</tr>
<tr>
<td>Net non-current interest benefit asset</td>
<td>43,627</td>
<td>52,229</td>
<td>1,343</td>
<td>1,322</td>
</tr>
<tr>
<td>Non-current long-term investment pool</td>
<td>5,256,759</td>
<td>5,211,434</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Non-current long-term investment</td>
<td>219,455</td>
<td>163,946</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Capital assets, net</td>
<td>5,268,383</td>
<td>5,043,229</td>
<td>184,152</td>
<td>134,999</td>
</tr>
<tr>
<td><strong>Total Non-current Assets</strong></td>
<td>$11,398,035</td>
<td>$10,997,677</td>
<td>$329,322</td>
<td>$273,564</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>$15,616,919</td>
<td>$14,964,163</td>
<td>$412,092</td>
<td>$354,472</td>
</tr>
<tr>
<td><strong>LIABILITIES, DEFERRED INFLOWS AND NET POSITION:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Liabilities:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Borrowings, notes and leases payable</td>
<td>2,543,360</td>
<td>2,582,017</td>
<td>18,161</td>
<td>21,042</td>
</tr>
<tr>
<td>Current portion of bonds, notes and leases payable</td>
<td>39,121</td>
<td>10,316</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Net non-current interest benefit asset</td>
<td>3,715,058</td>
<td>2,546,009</td>
<td>136</td>
<td>236</td>
</tr>
<tr>
<td>Net non-current interest benefit liability</td>
<td>1,339,383</td>
<td>1,249,521</td>
<td>60</td>
<td>153</td>
</tr>
<tr>
<td>Compensated absences</td>
<td>43,827</td>
<td>52,229</td>
<td>1,343</td>
<td>1,322</td>
</tr>
<tr>
<td>Self-insurance accruals</td>
<td>77,672</td>
<td>70,225</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Net non-current interest benefit liability</td>
<td>3,715,058</td>
<td>2,546,009</td>
<td>136</td>
<td>236</td>
</tr>
<tr>
<td>Compensated absences</td>
<td>177,672</td>
<td>170,225</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Current Liabilities</strong></td>
<td>$5,984,291</td>
<td>$5,895,374</td>
<td>$51,182</td>
<td>$50,804</td>
</tr>
<tr>
<td>Noncurrent Liabilities:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bonds, notes and leases payable</td>
<td>2,543,360</td>
<td>2,582,017</td>
<td>18,161</td>
<td>21,042</td>
</tr>
<tr>
<td>Notes receivable, net</td>
<td>39,121</td>
<td>10,316</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Non-current long-term investment pool</td>
<td>3,715,058</td>
<td>2,546,009</td>
<td>136</td>
<td>236</td>
</tr>
<tr>
<td>Non-current long-term investment</td>
<td>1,339,383</td>
<td>1,249,521</td>
<td>60</td>
<td>153</td>
</tr>
<tr>
<td>Capital assets, net</td>
<td>43,827</td>
<td>52,229</td>
<td>1,343</td>
<td>1,322</td>
</tr>
<tr>
<td><strong>Total Non-current Liabilities</strong></td>
<td>$6,654,072</td>
<td>$6,495,595</td>
<td>$51,182</td>
<td>$50,804</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>$15,616,919</td>
<td>$14,964,163</td>
<td>$412,092</td>
<td>$354,472</td>
</tr>
<tr>
<td><strong>Net Position:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Restricted:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Nonexpendable:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Expendable:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Other non-current liabilities:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amounts due from (to) primary institution - current</td>
<td>89,752</td>
<td>88,860</td>
<td>5,797</td>
<td>8,850</td>
</tr>
<tr>
<td><strong>Total Net Position</strong></td>
<td>$5,434,076</td>
<td>$5,322,614</td>
<td>$219,939</td>
<td>$172,017</td>
</tr>
</tbody>
</table>

**For the Year Ended June 30, 2019:**

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>$16,772,654</td>
<td>$15,703,782</td>
<td>$412,116</td>
<td>$354,528</td>
</tr>
<tr>
<td><strong>Total Liabilities, Deferrred Inflows and Net Position</strong></td>
<td>$16,772,654</td>
<td>$15,703,782</td>
<td>$412,116</td>
<td>$354,528</td>
</tr>
</tbody>
</table>

**For the Year Ended June 30, 2018:**

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2018</th>
<th>2018</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>$16,772,654</td>
<td>$15,703,782</td>
<td>$412,116</td>
<td>$354,528</td>
</tr>
<tr>
<td><strong>Total Liabilities, Deferrred Inflows and Net Position</strong></td>
<td>$16,772,654</td>
<td>$15,703,782</td>
<td>$412,116</td>
<td>$354,528</td>
</tr>
</tbody>
</table>

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

November 21, 2019, Board of Trustees meeting

11/21/2019 Draft

557
### THE OHIO STATE UNIVERSITY

#### STATEMENTS OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION

**Years ended June 30, 2019 and June 30, 2018**

(Thousand of dollars)

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
<th>2019</th>
<th>2018</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Revenues:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Student tuition and fees (net of scholarship allowance of $216,006 and $199,406, respectively)</td>
<td>$969,633</td>
<td>$935,893</td>
<td>-</td>
<td>-</td>
<td>$969,633</td>
<td>$935,893</td>
</tr>
<tr>
<td>Federal grants and contracts</td>
<td>354,214</td>
<td>328,410</td>
<td>13,534</td>
<td>13,612</td>
<td>367,748</td>
<td>342,022</td>
</tr>
<tr>
<td>State grants and contracts</td>
<td>83,651</td>
<td>73,676</td>
<td>-</td>
<td>-</td>
<td>83,651</td>
<td>73,676</td>
</tr>
<tr>
<td>Local grants and contracts</td>
<td>25,608</td>
<td>38,929</td>
<td>-</td>
<td>-</td>
<td>25,608</td>
<td>38,929</td>
</tr>
<tr>
<td>Private grants and contracts</td>
<td>268,780</td>
<td>252,832</td>
<td>36,447</td>
<td>44,577</td>
<td>305,227</td>
<td>297,408</td>
</tr>
<tr>
<td>Sales and services of educational departments</td>
<td>156,921</td>
<td>152,495</td>
<td>9,440</td>
<td>9,469</td>
<td>166,361</td>
<td>161,964</td>
</tr>
<tr>
<td>Sales and services of auxiliary enterprises (net of scholarship allowance of $37,264 and $34,214, respectively)</td>
<td>339,615</td>
<td>328,692</td>
<td>-</td>
<td>-</td>
<td>339,615</td>
<td>328,692</td>
</tr>
<tr>
<td>Sales and services of the OSU Health System, net</td>
<td>3,432,271</td>
<td>3,103,891</td>
<td>-</td>
<td>-</td>
<td>3,432,271</td>
<td>3,103,891</td>
</tr>
<tr>
<td>Sales and services of OSU Physicians, Inc., net</td>
<td>-</td>
<td>-</td>
<td>560,322</td>
<td>525,796</td>
<td>560,322</td>
<td>525,796</td>
</tr>
<tr>
<td>Other operating revenues</td>
<td>44,862</td>
<td>31,328</td>
<td>-</td>
<td>-</td>
<td>44,862</td>
<td>31,328</td>
</tr>
<tr>
<td><strong>Total Operating Revenues</strong></td>
<td>5,975,555</td>
<td>5,251,146</td>
<td>819,743</td>
<td>663,454</td>
<td>5,975,555</td>
<td>5,251,146</td>
</tr>
</tbody>
</table>

**Operating Expenses:**

<table>
<thead>
<tr>
<th>Educational and General:</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction and departmental research</td>
<td>1,070,292</td>
<td>811,123</td>
<td>9,403</td>
<td>8,934</td>
<td>1,079,696</td>
<td>900,657</td>
</tr>
<tr>
<td>Separately budgeted research</td>
<td>487,327</td>
<td>303,662</td>
<td>15,792</td>
<td>15,331</td>
<td>503,122</td>
<td>310,235</td>
</tr>
<tr>
<td>Public service</td>
<td>183,228</td>
<td>137,120</td>
<td>9,153</td>
<td>8,901</td>
<td>192,381</td>
<td>147,011</td>
</tr>
<tr>
<td>Academic support</td>
<td>242,960</td>
<td>182,452</td>
<td>-</td>
<td>-</td>
<td>242,960</td>
<td>182,452</td>
</tr>
<tr>
<td>Student services</td>
<td>109,166</td>
<td>105,760</td>
<td>-</td>
<td>-</td>
<td>109,166</td>
<td>105,760</td>
</tr>
<tr>
<td>Student services</td>
<td>309,691</td>
<td>210,691</td>
<td>28,636</td>
<td>22,789</td>
<td>330,327</td>
<td>226,480</td>
</tr>
<tr>
<td>Operation and maintenance of plant</td>
<td>135,307</td>
<td>123,783</td>
<td>699</td>
<td>1,301</td>
<td>136,006</td>
<td>126,284</td>
</tr>
<tr>
<td>Scholarships and fellowships</td>
<td>127,384</td>
<td>126,264</td>
<td>-</td>
<td>-</td>
<td>127,384</td>
<td>126,264</td>
</tr>
<tr>
<td>Auxiliary enterprises</td>
<td>361,346</td>
<td>322,149</td>
<td>-</td>
<td>-</td>
<td>361,346</td>
<td>322,149</td>
</tr>
<tr>
<td>OSU Health System, net</td>
<td>3,109,070</td>
<td>2,730,988</td>
<td>-</td>
<td>-</td>
<td>3,109,070</td>
<td>2,730,988</td>
</tr>
<tr>
<td>OSU Physicians, Inc.</td>
<td>-</td>
<td>-</td>
<td>507,366</td>
<td>484,132</td>
<td>507,366</td>
<td>484,132</td>
</tr>
<tr>
<td>Depreciation</td>
<td>413,039</td>
<td>346,461</td>
<td>7,497</td>
<td>7,574</td>
<td>420,560</td>
<td>402,035</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td>5,675,555</td>
<td>5,251,146</td>
<td>619,743</td>
<td>593,454</td>
<td>6,295,298</td>
<td>5,844,600</td>
</tr>
</tbody>
</table>

**Net Operating Income (Loss):**

| (873,255) | (844,417) | 49,221 | 37,602 | (824,034) | (1,471,051) |

**Non-operating Revenues (Expenses):**

| State share of instruction and line-item appropriations | 469,679 | 475,593 | - | - | 469,679 | 475,593 |
| Federal subsidies for Build America Bonds interest | 10,619 | 10,574 | - | - | 10,619 | 10,574 |
| Federal non-exchange grants | 83,642 | 59,272 | - | - | 83,642 | 59,272 |
| State non-exchange grants | 11,119 | 11,422 | - | - | 11,119 | 11,422 |
| Net investment income | 229,683 | 439,154 | 6,264 | 1,239 | 232,287 | 440,393 |
| Interest expense on plant debt | (115,658) | (116,499) | (960) | (891) | (116,644) | (117,380) |
| Other non-operating revenues (expenses) | 15,343 | 27,607 | (22,890) | (20,522) | (7,547) | 7,085 |
| **Net Non-operating Revenue** | 844,483 | 1,051,120 | 47,922 | 17,428 | 852,405 | 1,068,548 |

**Income (Loss) before Changes in Net Position:**

| (28,772) | 890,725 | 27,995 | 17,428 | (777) | 908,153 |

**Changes in Net Position:**

| State capital appropriations | 64,900 | 83,217 | - | - | 64,900 | 83,217 |
| Private capital gifts | 26,565 | 15,470 | - | - | 26,565 | 15,470 |
| Additions to permanent endowments | 45,533 | 55,579 | - | - | 45,533 | 55,579 |
| Capital contributions and changes in net position | 5,336 | 6,120 | 19,427 | - | 23,163 | 6,120 |
| **Total Changes in Net Position** | 140,034 | 163,935 | 19,927 | - | 160,161 | 160,395 |
| **Increase in Net Position** | 111,462 | 1,051,120 | 47,922 | 17,428 | 159,384 | 1,068,548 |

**Net Position - Beginning of Year:**

| 5,322,614 | 5,511,827 | 172,017 | 154,731 | 5,494,361 | 5,668,558 |

**Cumulative effect of accounting changes**:

| (1,240,333) | (1,240,333) |

**Beginning of Year, as previously reported**

| 5,322,614 | 5,511,827 | 172,017 | 154,731 | 5,494,361 | 5,668,558 |

**Net Position - End of Year**

| $5,434,076 | $5,322,614 | $219,939 | $172,017 | $5,654,015 | $5,404,631 |

The accompanying notes are an integral part of these financial statements.
## THE OHIO STATE UNIVERSITY
### STATEMENTS OF CASH FLOWS
#### Years Ended June 30, 2019 and June 30, 2018

(in thousands)

<table>
<thead>
<tr>
<th></th>
<th>Primary Institution</th>
<th>Discretely Presented Component Units</th>
<th>Total University</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2019</td>
<td>2018</td>
<td>2019</td>
</tr>
</tbody>
</table>

### Cash Flows from Operating Activities:

- **Tuition and fee receipts**: $848,524, $824,050
- **Grant and contract receipts**: $732,383, $707,591
- **Receipts for sales and services**: $3,894,191, $3,551,804
- **Receipt from energy concessionaire**: - $1,089,914
- **Payments to or on behalf of employees**: (2,533,272), (2,379,815)
- **University employee benefit payments**: (663,084), (600,854)
- **Payments to vendors for supplies and services**: (2,196,722), (2,056,435)
- **Payments to students and fellows**: (118,803), (121,853)
- **Student loans issued**: (4,001), (9,979)
- **Student loans collected**: 8,848, 8,804
- **Student loan interest and fees collected**: 2,184, 1,848
- **Other receipts**: 21,995, 38,598

#### Total

- **Net cash provided (used) by operating activities**: (7,757), 1,053,673

### Cash Flows from Noncapital Financing Activities:

- **State share of instruction and line-item appropriations**: 469,679, 475,593
- **Non-exchange grant receipts**: 74,161, 70,694
- **Gift receipts for current use**: 173,649, 172,973
- **Additions to permanent endowments**: 45,533, 55,579
- **Drawdowns of federal direct loan proceeds**: 353,493, 328,852
- **Disbursements of federal direct loans to students**: (339,227), (343,209)
- **Repayment of loans from related organization**: 691, 880

#### Total

- **Net cash provided (used) by noncapital financing activities**: 779,439, 764,223

### Cash Flows from Capital Financing Activities:

- **Proceeds from capital debt**: - 73,885
- **State capital appropriations**: 64,788, 80,238
- **Gift receipts for capital projects**: 34,326, 14,389
- **Payments for purchase or construction of capital assets**: (604,717), (497,062)
- **Federal subsidies for Build America Bonds interest**: 10,620, 10,922

#### Total

- **Net cash (used) by capital financing activities**: (885,741), (606,963)

### Cash Flows from Investing Activities:

- **Proceeds from capital debt**: -
- **State capital appropriations**: 64,788
- **Gift receipts for capital projects**: 34,326
- **Payments for purchase or construction of capital assets**: (604,717), (497,062)
- **Principal payments on capital debt and leases**: (67,092), (145,060)

#### Total

- **Net cash (used) by capital financing activities**: (885,741), (606,963)

### Net Increase in Cash

- **Net Increase in Cash**: 84,813, 726,424

### Cash and Cash Equivalents

- **Cash and Cash Equivalents - Beginning of Year**: 1,977,384, 1,250,960
- **Cash and Cash Equivalents - End of Year**: 2,062,197, 1,977,384

### Summary

- **Total University Cash Flows**: Net cash provided (used) by operating activities: 1,053,673
- **Total University Noncapital Financing Activities**: 772,861
- **Total University Capital Financing Activities**: (714,645)
- **Total University Investing Activities**: (774,645)
- **Total Net Increase in Cash**: 87,651

---

**Notes**

- **Statement of Cash Flows**
- **Primary Institution**
- **Discretely Presented Component Units**
- **Total University**

---

**November 21, 2019, Board of Trustees meeting**
## Reconciliation of Net Operating Income (Loss) to Net Cash Used by Operating Activities:

<table>
<thead>
<tr>
<th>Description</th>
<th>2019</th>
<th>2018</th>
<th>2019</th>
<th>2018</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating income (loss)</td>
<td>$ (873,255)</td>
<td>$ (184,617)</td>
<td>$ 49,221</td>
<td>$ 37,602</td>
<td>$ (824,034)</td>
<td>$ (147,015)</td>
</tr>
<tr>
<td>Adjustments to reconcile net operating income (loss)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation expense</td>
<td>413,039</td>
<td>394,461</td>
<td>7,467</td>
<td>7,674</td>
<td>420,506</td>
<td>402,135</td>
</tr>
<tr>
<td>Changes in assets and liabilities:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts receivable, net</td>
<td>(30,166)</td>
<td>(26,424)</td>
<td>(6,188)</td>
<td>(5,541)</td>
<td>(36,354)</td>
<td>(31,965)</td>
</tr>
<tr>
<td>Notes receivable, net</td>
<td>(19,447)</td>
<td>(4,055)</td>
<td>86</td>
<td>114</td>
<td>(19,361)</td>
<td>(3,941)</td>
</tr>
<tr>
<td>Accrued interest receivable</td>
<td>131</td>
<td>(39)</td>
<td>-</td>
<td>-</td>
<td>131</td>
<td>(39)</td>
</tr>
<tr>
<td>Inventories and prepaid expenses</td>
<td>(8,235)</td>
<td>(26,066)</td>
<td>(5)</td>
<td>(964)</td>
<td>(8,240)</td>
<td>(27,030)</td>
</tr>
<tr>
<td>Amounts due from/to primary institution</td>
<td>(3,924)</td>
<td>(2,928)</td>
<td>(5,943)</td>
<td>(3,581)</td>
<td>(9,867)</td>
<td>(6,509)</td>
</tr>
<tr>
<td>Net other post-employment benefit asset</td>
<td>(74,620)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(74,620)</td>
<td>-</td>
</tr>
<tr>
<td>Deferred outflows</td>
<td>(413,871)</td>
<td>272,207</td>
<td>31</td>
<td>-</td>
<td>(413,840)</td>
<td>272,306</td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>36,319</td>
<td>47,859</td>
<td>(6,214)</td>
<td>4,939</td>
<td>30,105</td>
<td>52,798</td>
</tr>
<tr>
<td>Self-insurance accruals</td>
<td>8,368</td>
<td>(7,100)</td>
<td>-</td>
<td>-</td>
<td>8,368</td>
<td>(7,100)</td>
</tr>
<tr>
<td>Amounts due to third-party payors - Health System</td>
<td>4,465</td>
<td>6,877</td>
<td>-</td>
<td>-</td>
<td>4,465</td>
<td>6,877</td>
</tr>
<tr>
<td>Deposits and advanced payments</td>
<td>5,659</td>
<td>49,077</td>
<td>17</td>
<td>375</td>
<td>5,626</td>
<td>49,452</td>
</tr>
<tr>
<td>Compensated absences</td>
<td>7,447</td>
<td>5,631</td>
<td>-</td>
<td>-</td>
<td>7,447</td>
<td>5,631</td>
</tr>
<tr>
<td>Refundable advances for Federal Perkins loans</td>
<td>840</td>
<td>924</td>
<td>-</td>
<td>-</td>
<td>840</td>
<td>924</td>
</tr>
<tr>
<td>Advance from concessionaire</td>
<td>(21,787)</td>
<td>1,046,342</td>
<td>-</td>
<td>-</td>
<td>(21,787)</td>
<td>1,046,342</td>
</tr>
<tr>
<td>Net pension liability</td>
<td>1,167,049</td>
<td>(1,017,498)</td>
<td>(100)</td>
<td>(146)</td>
<td>1,166,949</td>
<td>(1,017,498)</td>
</tr>
<tr>
<td>Net other post-employment benefit liability</td>
<td>89,862</td>
<td>24,661</td>
<td>(93)</td>
<td>11.00</td>
<td>89,769</td>
<td>24,662</td>
</tr>
<tr>
<td>Deferred inflows</td>
<td>(293,027)</td>
<td>496,295</td>
<td>(38)</td>
<td>42</td>
<td>(293,965)</td>
<td>486,337</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>(1,794)</td>
<td>(27,069)</td>
<td>7,666</td>
<td>(543)</td>
<td>5,902</td>
<td>(12,612)</td>
</tr>
<tr>
<td><strong>Net cash provided (used) by operating activities</strong></td>
<td><strong>$ (7,767)</strong></td>
<td><strong>1,983,673</strong></td>
<td><strong>45,897</strong></td>
<td><strong>40,061</strong></td>
<td><strong>$ 38,140</strong></td>
<td><strong>1,003,754</strong></td>
</tr>
</tbody>
</table>

## Non Cash Transactions:

<table>
<thead>
<tr>
<th>Description</th>
<th>2019</th>
<th>2018</th>
<th>2019</th>
<th>2018</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction in process in accounts payable</td>
<td>$ 32,180</td>
<td>$ 43,852</td>
<td>$ 3,925</td>
<td>$ 1,494</td>
<td>$ 36,105</td>
<td>$ 45,346</td>
</tr>
<tr>
<td>Construction in process in concessionaire payable</td>
<td>31,878</td>
<td>10,316</td>
<td>-</td>
<td>-</td>
<td>31,878</td>
<td>10,316</td>
</tr>
<tr>
<td>Capital lease</td>
<td>10,508</td>
<td>10,508</td>
<td>-</td>
<td>-</td>
<td>10,508</td>
<td>10,508</td>
</tr>
<tr>
<td>Stock gifts</td>
<td>14,104</td>
<td>18,238</td>
<td>-</td>
<td>-</td>
<td>14,104</td>
<td>18,238</td>
</tr>
<tr>
<td>Net increase (decrease) in fair value of investments</td>
<td>84,113</td>
<td>341,400</td>
<td>(203)</td>
<td>77</td>
<td>83,910</td>
<td>341,477</td>
</tr>
<tr>
<td>Forgiveness of debt</td>
<td>-</td>
<td>2,000</td>
<td>-</td>
<td>-</td>
<td>2,000</td>
<td>-</td>
</tr>
</tbody>
</table>

The accompanying notes are an integral part of these financial statements.
NOTE 1 — SUMMARY OF SIGNIFICANT ACCOUNTING AND REPORTING POLICIES

Organization

The Ohio State University (the “university”) is a land grant institution created in 1870 by the Ohio General Assembly under provisions of the Morrill Act. The university is one of several state-supported universities in Ohio. It is declared by statute to be a body politic and corporate and an instrumentality of the State.

The university is governed by a Board of Trustees which is granted authority under Ohio law to do all things necessary for the proper maintenance and continual successful operation of the university. Trustees are appointed by the governor, with the advice and consent of the state Senate. In 2005, the Ohio General Assembly voted to expand the Board from 11 to 17 members. The standard term for voting members of the Board is nine years. The Board also includes two non-voting student trustees who are appointed to two-year terms.

In 2009, the Board appointed its first charter trustee, which expanded the Board to 18 members. A maximum of three charter trustees may be appointed and removed by a vote of the Board. Charter trustees, who must be non-Ohio residents, are appointed to three-year terms and do not have voting privileges.

The Board of Trustees has responsibility for all the university’s financial affairs and assets. The university operates largely on a decentralized basis by delegating this authority to its academic and support departments. The Board must approve the annual budgets for unrestricted academic and support functions, departmental earnings operations and restricted funds operations, but these budgets are managed at the department level.

Basis of Presentation

The accompanying financial statements present the accounts of the following entities, which constitute the primary government for financial reporting purposes:

- The Ohio State University and its hospitals and clinics
- Ohio Agricultural Research and Development Center
- The Ohio Technology Consortium (OH-TECH)

In addition, these financial statements include component units — legally separate organizations for which the university is financially accountable. Governmental Accounting Standards Board (GASB) Statement No. 14, The Financial Reporting Entity, as amended by Statement No. 61, The Financial Reporting Entity: Omnibus and Statement No. 80, Blending Requirements for Certain Component Units – an amendment of GASB Statement No. 14., defines financial accountability.
The criteria for determining financial accountability include the following circumstances:

- Appointment of a voting majority of an organization’s governing authority and the ability of the primary government (i.e. the university) to either impose its will on that organization or the potential for the organization to provide specific financial benefits to, or impose specific financial burdens on, the primary government, or;
- An organization is fiscally dependent on the primary government and provides specific financial benefits to, or imposes specific financial burdens on, the primary government.

The university’s component units and the reasons for their inclusion in the university’s financial statements are described below:

- **The Ohio State University Foundation** – The fiscal dependency criteria apply to this not-for-profit fundraising organization, which operates exclusively for the benefit of The Ohio State University.
- **OSU Health Plan, Inc.** – The university appoints a voting majority of the board for this organization, which provides medical benefit plan administration services to the university and its faculty and staff.
- **Oval Limited** – The university holds all of the voting stock of this captive insurance entity, which was established by the university to provide medical malpractice coverage to physicians in the university’s medical center.
- **Pelotonia** – The fiscal dependency criteria apply to this not-for-profit fundraising organization, which operates exclusively for the benefit of The Ohio State University.

The component units listed above provide services entirely, or almost entirely, to the university or otherwise exclusively, or almost exclusively, benefit the university. Therefore, the transactions and balances for these organizations have been blended with those of the primary government, collectively referred to as the primary institution.

In addition to the blended component units described above, the university’s financial statements include the following discretely presented component units:

- **The Ohio State University Physicians, Inc.** – The university appoints a voting majority of the board of the medical practice group for physician faculty members in the Colleges of Medicine and Public Health.
- **Campus Partners for Community Urban Redevelopment, Inc.** – This non-profit organization, which participates in the redevelopment of neighborhoods adjacent to the Columbus campus, is fiscally dependent on the university.
- **Transportation Research Center of Ohio, Inc.** – The university appoints a voting majority of the board for this automotive research and testing facility in East Liberty, Ohio.
- **Dental Faculty Practice Association, Inc.** – The university appoints a voting majority of the board for the dental practice group for faculty in the College of Dentistry.
Summary financial statement information for the university's blended and discretely presented component units is provided in Notes 20 and 21. Audited financial statements for the discretely presented component units considered to be material to the university may be obtained from the Office of the Controller. A total university column in the financial statements is provided as memorandum only for purposes of additional analysis by users. The total university column reflects eliminations of transactions between the primary institution and the discretely component units. These transactions consist primarily of (a) discretionary subsidies and contributions which are presented as either non-operating activities or capital additions at the component unit level and (b) exchange-based goods and services that support the operations of the entity, which are presented as operating revenues and expenses at the component unit level. The impact of these transactions on the statement of revenues, expenses and changes in net position was $0 for the years ended June 30, 2019 and 2018.

The university, as a component unit of the State of Ohio, is included as a discrete entity in the State of Ohio’s Comprehensive Annual Financial Report.

Basis of Accounting

The financial statements of the university have been prepared in accordance with accounting principles generally accepted in the United States of America, as prescribed by the GASB. The university is reporting as a special purpose government engaged in business type activities (BTA) on the accrual basis. Business type activities are those that are financed in whole or in part by fees charged to external parties for goods and services. In accordance with BTA reporting, the university presents Management’s Discussion and Analysis; Statements of Net Position; Statements of Revenues, Expenses and Changes in Net Position; Statements of Cash Flows; and Notes to the Financial Statements. In the financial statements, separate columns are presented for the primary institution (which includes the primary government and the blended component units), discretely presented component units and the total university. The Notes to the Financial Statements include separate disclosures for the primary institution and the discretely presented component units, where relevant and material. Unless otherwise specified, the amounts presented in MD&A are those of the primary institution.

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

- **Net investment in capital assets**: Capital assets, net of accumulated depreciation, cash restricted for capital projects and outstanding principal balances of debt attributable to the acquisition, construction or improvement of those assets.

- **Restricted - nonexpendable**: Amounts subject to externally-imposed stipulations that they be maintained in perpetuity and invested for the purpose of generating present and future income, which may either be expended or added to the principal by the university. These assets primarily consist of the university’s permanent endowments.
Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

- **Restricted - expendable**: Amounts whose use is subject to externally-imposed stipulations that can be fulfilled by actions of the university pursuant to those stipulations or that expire by the passage of time.

- **Unrestricted**: Amounts which are not subject to externally-imposed stipulations. Substantially all unrestricted balances are internally designated for use by university departments to support working capital needs, to fund related academic or research programs, and to provide for unanticipated shortfalls in revenues and deviations in enrollment.

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

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

**Cash and Investments**

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

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

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

Investment income is recognized on an accrual basis. Interest and dividend income is recorded when earned.
Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

Endowment Policy

All endowments are invested in the university’s Long Term Investment Pool, which consists of 6,603 Board authorized funds and 284 pending funds. Each named fund is assigned a number of shares in the Long Term Investment Pool based on the value of the gifts, income-to-principal transfers, or transfers of operating funds to that named fund. For donor restricted endowments, the Uniform Prudent Management of Institutional Funds Act (UPMIFA), as adopted in Ohio, permits the university’s Board of Trustees to appropriate an amount of realized and unrealized endowment appreciation as the Board deems prudent. The UPMIFA, as adopted in Ohio, establishes a 5% safe harbor of prudence for funds appropriated for expenditure. Net realized and unrealized appreciation, after the spending rule distributions, is retained in the Long Term Investment Pool, and the associated net position is classified as restricted-expendable, unless otherwise restricted by the donor.

Annual distributions to named funds in the Long Term Investment Pool are computed using the share method of accounting for pooled investments. The annual distribution per share is 4.5% of the average fair value per share of the Long Term Investment Pool over the most recent seven year period.

At June 30, 2019, the fair value of the university and Foundation gifted endowments is $2,039,437, which is $315,252 above the historical dollar value of $1,724,185. Although the fair value of the gifted endowments in total exceeds the historical cost at June 30, 2019, there are 1,704 named funds that remain underwater. The fair value of these underwater funds at June 30, 2019 is $563,140, which is $51,189 below the historical dollar value of $614,329.

At June 30, 2018, the fair value of the university and Foundation gifted endowments is $2,062,986, which is $387,387 above the historical dollar value of $1,675,599. Although the fair value of the gifted endowments in total exceeds the historical cost at June 30, 2018, there are 1,127 named funds that remain underwater. The fair value of these underwater funds at June 30, 2018 is $373,891, which is $35,116 below the historical dollar value of $409,007.

The depreciation on non-expendable endowment funds is recorded as a reduction to restricted non-expendable net position. Recovery on these funds is recorded as an increase in restricted non-expendable up to the historical value of each fund. Per UPMIFA (§ 1715.53(D)(C), the reporting of such deficiencies does not create an obligation on the part of the endowment fund to restore the fair value of those funds.

Gift Pledges Receivable

The university receives pledges and bequests of financial support from corporations, foundations and individuals. Revenue is recognized when a pledge representing an unconditional promise to pay is received and all eligibility requirements have been met. In the absence of such promise, revenue is recognized when the gift is received. In accordance with GASB Statement No. 33, Accounting and Financial Reporting for Non-exchange Transactions, endowment pledges are not recorded as assets until the related gift is received.
An allowance for uncollectible pledges receivable is provided based on management’s judgment of potential uncollectible amounts and includes such factors as prior collection history, type of gift and nature of fundraising.

Inventories

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

Capital Assets and Collections

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

<table>
<thead>
<tr>
<th>Type of Asset</th>
<th>Estimated Useful Life</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improvements other than buildings</td>
<td>20 years</td>
</tr>
<tr>
<td>Buildings</td>
<td>10 to 100 years</td>
</tr>
<tr>
<td>Moveable equipment, software and furniture</td>
<td>5 to 15 years</td>
</tr>
<tr>
<td>Library books</td>
<td>10 years</td>
</tr>
</tbody>
</table>

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

Advance Payments for Goods and Services

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

Derivative Instruments

The university accounts for all derivative instruments on the statement of net position at fair value. Changes in the fair value (i.e., gains or losses) of the university’s interest rate swap instruments and futures instruments are recorded each period in the statement of revenues, expenses and changes in net position as a component of other non-operating expense.
Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

Operating and Non-Operating Revenues and Expenses

The university defines operating activities, for purposes of reporting on the Statement of Revenues, Expenses, and Changes in Net Position, as those activities that generally result from exchange transactions, such as payments received for providing services and payments made for goods or services received. With the exception of interest expense on long-term indebtedness and certain expenses related to investments, substantially all university expenses are considered to be operating expenses. Certain significant revenue streams relied upon for operations are recorded as non-operating revenues, as defined by GASB Statement No. 35, including state appropriations, current-use gifts and net investment income.

Tuition, Room and Board

Student tuition and residence hall fees are presented net of scholarships and fellowships applied to student accounts. Stipends and other payments made directly to students are presented as scholarship and fellowship expense. Fee authorizations provided to graduate teaching, research and administrative associates as part of an employment arrangement are presented in instruction, research and other functional categories of operating expense.

State Support

The university is a state-assisted institution of higher education which receives a student enrollment-based instructional subsidy from the State of Ohio. This subsidy, which is based upon a formula devised by the Ohio Board of Regents, is determined annually and is adjusted to state resources available.

The state also provides line-item appropriations which partially support the current operations of various activities, which include clinical teaching expenditures incurred at The Ohio State University Health System and other health sciences teaching facilities, The Ohio State University Extension, the Ohio Agricultural Research and Development Center, and the Center for Labor Research.

In addition to current operating support, the State of Ohio provides the funding for and constructs major plant facilities on the university’s campuses, and this funding is recorded as state capital appropriations. The funding is obtained from the issuance of revenue bonds by the Ohio Public Facilities Commission (OPFC) which, in turn, initiates the construction and subsequent lease of the facility by the Ohio Board of Regents.

Such facilities are reflected as buildings or construction in progress in the accompanying statement of net position. Neither the obligations for the revenue bonds issued by OPFC nor the annual debt service charges for principal and interest on the bonds are reflected in the university’s financial statements. Debt service is funded through appropriations to the Ohio Board of Regents by the General Assembly.
These facilities are not pledged as collateral for the revenue bonds. Instead, the bonds are supported by a pledge of monies in the Higher Education Bond Service Fund and future payments to be received by such fund, which is established in the custody of the Treasurer of State.

Government Grants and Contracts

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

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

OSU Health System Revenue

Net patient service revenue represents amounts received and the estimated realizable amounts due from patients and third-party payors for services rendered net of contractual allowances, charity care and bad debt expenses. Revenue received under third-party cost reimbursement agreements (primarily the federal Medicare and Medicaid programs) are subject to examination and retroactive adjustments by the agencies administering the programs. In the normal course of business, the Health System contests certain issues resulting from examination of prior years' reimbursement reports. The accompanying financial statements include provisions for estimated retroactive adjustments arising from such examinations and contested issues. The Health System recognizes settlements of protested adjustments or appeals upon resolution of the matters.

OSU Physicians Revenue

Net patient service revenue represents amounts received and the estimated realizable amounts due from patients and third-party payors for services rendered net of contractual allowances, charity care, self-pay discounts and bad debt expenses. OSU Physicians (OSUP), a discretely presented component unit of the university, provides care to patients under various reimbursable agreements, including governmental and commercial payors (third party payors). These arrangements provide for payment for covered services at agreed-upon rates and under certain fee schedules and various discounts from charges. Provisions have been made in the financial statements for estimated contractual adjustments, representing the difference between the customary charges for services rendered and related reimbursements, and for administrative adjustments.
Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

Charity Care and Community Benefit

Care is provided to patients regardless of their ability to pay. A patient is classified as charity care in accordance with policies established by the OSU Health System and OSUP. Because collection of amounts determined to qualify as charity care are not pursued, such amounts are written off and not reported as gross patient service revenue. OSU Health System and OSUP maintain records to identify and monitor the level of charity care provided, including the amount of charges foregone for services rendered. Net charity care costs for the OSU Health System for the years ended June 30, 2019 and 2018 are $50,336 and $50,909, respectively, after applying a decrease of $3,443 and an increase of $6,776, respectively, for support received under the Health Care Assurance Program (HCAP). HCAP is administered by the State of Ohio to help hospitals cover a portion of the cost of providing charity care. Charity care costs for OSUP for the years ended June 30, 2019 and 2018 are $7,856 and $7,169, respectively.

Management Estimates

The preparation of financial statements in conformity with accounting principles, generally accepted in the United States of America, requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, revenues and expenditures during the reporting period. Disclosure of contingent assets and liabilities at the date of the financial statements may also be affected. Actual results could differ from those estimates.

Implementation of GASB Statement No. 75

In fiscal year 2018, the university implemented GASB Statement No. 75, Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions. This statement requires employers in cost-sharing, multi-employer plans to recognize a proportionate share of the net other post-employment benefit (OPEB) assets and liabilities of the plans. The university participates in two cost-sharing multiple-employer pension plans, the State Teachers Retirement System of Ohio and the Ohio Public Employees Retirement System, which provide post-retirement healthcare benefits. A proportionate share of the net OPEB assets and liabilities of the retirement systems has been allocated to the university, based on retirement plan contributions for university employees. The cumulative effect of adopting GASB Statement No. 75 was a $1,224,870 reduction in the university’s net position as of July 1, 2017. Additional information regarding net OPEB assets and liabilities, related deferrals and OPEB expense is provided in Note 15.

Implementation of GASB Statement No. 83

In fiscal year 2019, the university implemented GASB Statement No. 83, Certain Asset Retirement Obligations. This standard establishes criteria for determining the timing and pattern of recognition of a liability and a corresponding deferred outflow of resources for asset retirement obligations (AROs). ARO liabilities and related deferred outflows are recognized based on the existence of external laws, regulations, contracts, or court judgments, together with the occurrence of an internal event that obligates a government to perform asset retirement activities.
Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

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

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

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

Implementation of GASB Statement No. 88

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

In January 2017, the GASB issued Statement No. 84, Fiduciary Activities. This standard establishes criteria for identifying and reporting fiduciary activities of all state and local governments. The focus of the criteria generally is whether a government is controlling the assets of the fiduciary activity and the beneficiaries with whom a fiduciary relationship exists. Governments with activities meeting the criteria are required to present these activities in a statement of fiduciary net position and a statement of changes in fiduciary net position. An exception to this requirement is provided for a business-type activity that expects to hold assets in a custodial fund for three months or less. This standard is effective for periods beginning after December 15, 2018 (FY2020).

In June 2017, the GASB issued Statement No. 87, Leases. This standard establishes accounting and reporting for leases, based on the foundational principle that all leases are financings of the right to use an underlying asset for a period of time. Lessees will record an intangible right-of-use asset and corresponding lease liability. Lessors will record a lease receivable and a corresponding deferred inflow of resources. The standard provides an exception for short-term leases with a maximum possible term of 12 months or less. This standard is effective for periods beginning after December 15, 2019 (FY2021).

In June 2018, the GASB issued Statement No. 89, Accounting for Interest Cost Incurred before the End of a Construction Period. This standard requires that interest cost incurred during the period of construction be recognized as an expense in the period in which the cost is incurred. These costs will no longer be included in the historical costs of capital assets. The standard is effective for periods beginning after December 15, 2019 (FY2021) and will be applied on a prospective basis.

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

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

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

Other

The university is exempt from income taxes under Internal Revenue service rules. Any unrelated business income is taxable.
NOTE 2 — CASH AND CASH EQUIVALENTS

At June 30, 2019, the carrying amount of the primary institution’s cash, cash equivalents and restricted cash is $2,062,197 as compared to bank balances of $2,073,030. The differences in carrying amount and bank balances are caused by outstanding checks and deposits in transit. Of the bank balances, $180,099 is covered by federal deposit insurance and $1,892,931 is uninsured but collateralized by pools of securities pledged by the depository banks and held in the name of the respective banks.

At June 30, 2018, the carrying amount of the primary institution’s cash, cash equivalents and restricted cash is $1,977,384 as compared to bank balances of $1,972,510. The differences in carrying amount and bank balances are caused by outstanding checks and deposits in transit. Of the bank balances, $194,946 is covered by federal deposit insurance and $1,777,564 is uninsured but collateralized by pools of securities pledged by the depository banks and held in the name of the respective banks.

At June 30, 2019, the carrying amount of the discretely presented component units’ cash, cash equivalents and restricted cash is $138,936 as compared to bank balances of $142,401. The differences in carrying amount and bank balances are caused by outstanding checks and deposits in transit. Of the bank balances, $4,548 is covered by federal deposit insurance and $137,853 is uninsured but collateralized by pools of securities pledged by the depository banks and held in the name of the respective banks.

At June 30, 2018, the carrying amount of the discretely presented component units’ cash, cash equivalents and restricted cash is $136,098 as compared to bank balances of $139,932. The differences in carrying amount and bank balances are caused by outstanding checks and deposits in transit. Of the bank balances, $4,881 is covered by federal deposit insurance and $135,051 is uninsured but collateralized by pools of securities pledged by the depository banks and held in the name of the respective banks.

NOTE 3 — INVESTMENTS

University investments are grouped into three major categories for financial reporting purposes: Temporary Investments, the Long-Term Investment Pool and Other Long-Term Investments.

Temporary Investments are amounts available for current operations. The target is to maximize value while protecting the liquidity of the assets. Temporary Investments include the following instruments with varying maturities: obligations of the U. S. Treasury and other federal agencies and instrumentalities, municipal and state bonds, corporate bonds, certificates of deposit, commercial paper, repurchase agreements, money market funds and mutual funds.

The Long-Term Investment Pool is a unitized investment pool consisting of gifted endowment funds of the university, gifted endowment funds of the OSU Foundation, and quasi-endowment funds which are internally designated funds that are to function as endowments.
The Long-Term Investment Pool operates with a long-term investment goal of preserving and maintaining the real purchasing power of the principal while allowing for the generation of a predictable stream of annual distribution.

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

<table>
<thead>
<tr>
<th>Asset Class</th>
<th>Range</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Equities</td>
<td>40-80%</td>
<td>MSCI All Country World Index (ACWI)</td>
</tr>
<tr>
<td>Global Credit</td>
<td>10-50%</td>
<td>Barclays U.S. Aggregate Bond Index</td>
</tr>
<tr>
<td>Real Assets</td>
<td>5-20%</td>
<td>U.S. Consumer Price Index (CPI) + 5%</td>
</tr>
</tbody>
</table>

The Global Equities category includes domestic equity, international equity, emerging market equity, hedged funds and private equity. The Global Credit category includes global fixed income and relative value/macro, credit oriented managers and private credit. The Real Assets category includes real estate and infrastructure funds.

Other Long-Term Investments are non-unitized investments that relate primarily to gift arrangements between donors and the OSU Foundation. Included in this category are charitable remainder trust assets invested in mutual funds, OSU Foundation interests in unitrust, gift annuities, annuity trust and pooled income agreements, life insurance policies for which the OSU Foundation has been named owner and beneficiary, and certain real estate investments. Also included in this category are other private equity investments and investments in certain organizations that are affiliated with the OSU Health System.

U. S. Government and Agency securities are invested through trust agreements with banks who keep the securities in their safekeeping accounts at the Federal Reserve Bank in "book entry" form. The banks internally designate the securities as owned by or pledged to the university. Common stocks, corporate bonds and money market instruments are invested through trust agreements with banks who keep the investments in their safekeeping accounts at Northern Trust and BNY Mellon in "book entry" form. The banks internally designate the securities as owned by or pledged to the university.

The cash and cash equivalents amount represents cash held in the Long-Term Investment Pool by various investment managers. Such amounts were generated by gifts received throughout the fiscal year and sales of investments in the Long-Term Investment Pool. Subsequently, the cash and cash equivalents will be used to purchase long-term investments.
Total university investments by major category for the primary institution at June 30, 2019 and 2018 are as follows:

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Temporary Investments</td>
<td>$1,738,010</td>
<td>$1,610,826</td>
</tr>
<tr>
<td>Long-Term Investment Pool:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gifted Endowment - University</td>
<td>1,070,008</td>
<td>1,104,236</td>
</tr>
<tr>
<td>Gifted Endowment - OSU Foundation</td>
<td>969,429</td>
<td>958,750</td>
</tr>
<tr>
<td>Quasi Endowment - Operating</td>
<td>1,289,534</td>
<td>1,208,769</td>
</tr>
<tr>
<td>Quasi Endowment - Designated</td>
<td>1,927,788</td>
<td>1,939,679</td>
</tr>
<tr>
<td>Total Long-Term Investment Pool</td>
<td>5,256,759</td>
<td>5,211,434</td>
</tr>
<tr>
<td>Securities Lending Collateral Investments</td>
<td>44,391</td>
<td>39,510</td>
</tr>
<tr>
<td>Other Long-Term Investments</td>
<td>219,455</td>
<td>163,946</td>
</tr>
<tr>
<td>Total Investments</td>
<td>$7,258,615</td>
<td>$7,025,716</td>
</tr>
</tbody>
</table>
Total university investments by investment type for the primary institution at June 30, 2019 are as follows:

<table>
<thead>
<tr>
<th>Investments</th>
<th>Temporary Investments</th>
<th>Long-Term Investment Pool</th>
<th>Other Long-Term Investments</th>
<th>Securities Lending Collateral Investments</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S. equity</td>
<td>$ 309</td>
<td>$ 533,091</td>
<td>-</td>
<td>-</td>
<td>$ 533,400</td>
</tr>
<tr>
<td>International equity</td>
<td>-</td>
<td>391,301</td>
<td>-</td>
<td>-</td>
<td>391,301</td>
</tr>
<tr>
<td>Equity mutual funds</td>
<td>86,616</td>
<td>1,024,535</td>
<td>22,284</td>
<td>-</td>
<td>1,133,435</td>
</tr>
<tr>
<td>U.S. government obligations</td>
<td>157,044</td>
<td>554,889</td>
<td>471</td>
<td>-</td>
<td>712,404</td>
</tr>
<tr>
<td>U.S. government agency obligations</td>
<td>129,502</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>129,502</td>
</tr>
<tr>
<td>Corporate bonds and notes</td>
<td>1,223,091</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,223,091</td>
</tr>
<tr>
<td>Bond mutual funds</td>
<td>92,439</td>
<td>-</td>
<td>16,103</td>
<td>-</td>
<td>108,542</td>
</tr>
<tr>
<td>Foreign government bonds</td>
<td>12,380</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>12,380</td>
</tr>
<tr>
<td>Real assets</td>
<td>9,578</td>
<td>525,966</td>
<td>24,884</td>
<td>-</td>
<td>560,428</td>
</tr>
<tr>
<td>Hedge funds</td>
<td>-</td>
<td>829,151</td>
<td>-</td>
<td>-</td>
<td>829,151</td>
</tr>
<tr>
<td>Private equity</td>
<td>-</td>
<td>903,311</td>
<td>138,625</td>
<td>-</td>
<td>1,041,936</td>
</tr>
<tr>
<td>Commercial paper</td>
<td>18,068</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>18,068</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>-</td>
<td>494,515</td>
<td>-</td>
<td>-</td>
<td>494,515</td>
</tr>
<tr>
<td>Other</td>
<td>8,983</td>
<td>-</td>
<td>17,088</td>
<td>-</td>
<td>26,071</td>
</tr>
</tbody>
</table>

Securities Lending Collateral Assets:
- Repurchase agreements | -                     | -                          | -                          | 18,703                                   | 18,703 |
- Variable rate notes | -                     | -                          | -                          | 950                                      | 950 |
- Certificates of deposit | -                   | -                          | -                          | 24,772                                   | 24,772 |
- Cash and other adjustments | -                   | -                          | -                          | (34)                                     | (34) |

$ 1,738,010 | $ 5,256,759 | $ 219,455 | $ 44,391 | $ 7,258,615
Notes to Financial Statements – Years Ended June 30, 2019 and 2018  
(dollars in thousands)

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

<table>
<thead>
<tr>
<th>Investments</th>
<th>Temporary</th>
<th>Long-Term</th>
<th>Other</th>
<th>Securities</th>
<th>Primary Institution</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Long-Term</td>
<td>Investment Pool</td>
<td>Long-Term</td>
<td>Investments</td>
<td>Investments</td>
<td>Lending Collateral</td>
</tr>
<tr>
<td>U.S. equity</td>
<td>-</td>
<td>$319,135</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$319,135</td>
</tr>
<tr>
<td>International equity</td>
<td>-</td>
<td>348,018</td>
<td>-</td>
<td>-</td>
<td>348,018</td>
<td></td>
</tr>
<tr>
<td>Equity mutual funds</td>
<td>84,459</td>
<td>750,572</td>
<td>23,818</td>
<td>-</td>
<td>858,849</td>
<td></td>
</tr>
<tr>
<td>U.S. government obligations</td>
<td>140,893</td>
<td>384,731</td>
<td>468</td>
<td>-</td>
<td>526,092</td>
<td></td>
</tr>
<tr>
<td>U.S. government agency obligations</td>
<td>118,198</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>118,198</td>
<td></td>
</tr>
<tr>
<td>Corporate bonds and notes</td>
<td>1,098,902</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,098,902</td>
<td></td>
</tr>
<tr>
<td>Bond mutual funds</td>
<td>92,242</td>
<td>-</td>
<td>17,036</td>
<td>-</td>
<td>109,278</td>
<td></td>
</tr>
<tr>
<td>Foreign government bonds</td>
<td>11,960</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>11,960</td>
<td></td>
</tr>
<tr>
<td>Real assets</td>
<td>10,441</td>
<td>651,882</td>
<td>28,472</td>
<td>-</td>
<td>690,795</td>
<td></td>
</tr>
<tr>
<td>Hedge funds</td>
<td>-</td>
<td>1,377,733</td>
<td>-</td>
<td>-</td>
<td>1,377,733</td>
<td></td>
</tr>
<tr>
<td>Private equity</td>
<td>-</td>
<td>772,239</td>
<td>76,263</td>
<td>-</td>
<td>848,502</td>
<td></td>
</tr>
<tr>
<td>Commercial paper</td>
<td>39,501</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>39,501</td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>-</td>
<td>607,124</td>
<td>-</td>
<td>-</td>
<td>607,124</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>14,230</td>
<td>-</td>
<td>17,889</td>
<td>-</td>
<td>32,119</td>
<td></td>
</tr>
<tr>
<td>Securities Lending Collateral Assets:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Repurchase agreements</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>19,014</td>
<td>19,014</td>
<td></td>
</tr>
<tr>
<td>Variable rate notes</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>19,268</td>
<td>19,268</td>
<td></td>
</tr>
<tr>
<td>Certificates of deposit</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,258</td>
<td>1,258</td>
<td></td>
</tr>
<tr>
<td>Cash and other adjustments</td>
<td>-</td>
<td>-</td>
<td>(30)</td>
<td>-</td>
<td>(30)</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$1,610,826</td>
<td>$5,211,434</td>
<td>$163,946</td>
<td>$39,510</td>
<td>$7,025,716</td>
<td></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest and dividends</td>
<td>$197,877</td>
<td>$162,059</td>
</tr>
<tr>
<td>Net increase in fair value of investments</td>
<td>84,112</td>
<td>341,400</td>
</tr>
<tr>
<td>Investment expenses</td>
<td>(52,326)</td>
<td>(64,305)</td>
</tr>
<tr>
<td>Total</td>
<td>$229,663</td>
<td>$439,154</td>
</tr>
</tbody>
</table>
Information on Fair Value of Investments

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

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

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

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

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

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

**Net Asset Value (NAV)** – Investments whose fair value is measured at NAV are excluded from the fair value hierarchy. Investments in non-governmental entities that do not have a readily determinable fair value may be valued at NAV if the NAV is determined in accordance with the fair value measurement principles provided by the FASB standards relevant to investment companies. Interest in investment funds with a NAV reported under an alternative basis or meet the intent to sell criteria are reflected as Level 3 investments.
Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

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

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

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

<table>
<thead>
<tr>
<th>Category</th>
<th>Quoted Prices</th>
<th>Significant Other Observable</th>
<th>Significant Unobservable</th>
<th>NAV as Practicable Inputs</th>
<th>Total Fair Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S. equity</td>
<td>$533,400</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$533,400</td>
</tr>
<tr>
<td>International equity</td>
<td>391,301</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>391,301</td>
</tr>
<tr>
<td>Equity mutual funds</td>
<td>188,590</td>
<td>-</td>
<td>-</td>
<td>944,845</td>
<td>1,133,435</td>
</tr>
<tr>
<td>U.S. government obligations</td>
<td>8,311</td>
<td>704,093</td>
<td>-</td>
<td>-</td>
<td>712,404</td>
</tr>
<tr>
<td>U.S. government agency obligations</td>
<td></td>
<td>129,502</td>
<td>-</td>
<td>-</td>
<td>129,502</td>
</tr>
<tr>
<td>Corporate bonds and notes</td>
<td>1,220,966</td>
<td>2,125</td>
<td>-</td>
<td>1,223,091</td>
<td></td>
</tr>
<tr>
<td>Bond mutual funds</td>
<td>108,542</td>
<td>-</td>
<td>-</td>
<td>108,542</td>
<td></td>
</tr>
<tr>
<td>Foreign government bonds</td>
<td></td>
<td>12,380</td>
<td>-</td>
<td>12,380</td>
<td></td>
</tr>
<tr>
<td>Real assets</td>
<td>19,719</td>
<td>313,986</td>
<td>226,723</td>
<td>560,428</td>
<td></td>
</tr>
<tr>
<td>Hedge funds</td>
<td></td>
<td>-</td>
<td>829,151</td>
<td>829,151</td>
<td></td>
</tr>
<tr>
<td>Private equity</td>
<td></td>
<td>187,790</td>
<td>854,146</td>
<td>1,041,936</td>
<td></td>
</tr>
<tr>
<td>Commercial paper</td>
<td>18,068</td>
<td>-</td>
<td>-</td>
<td>18,068</td>
<td></td>
</tr>
<tr>
<td>Cash equivalents</td>
<td>457,406</td>
<td>-</td>
<td>-</td>
<td>457,406</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td>8,551</td>
<td>17,520</td>
<td>26,071</td>
<td></td>
</tr>
</tbody>
</table>

Securities Lending Collateral Assets:

<table>
<thead>
<tr>
<th>Category</th>
<th>Quoted Prices</th>
<th>Significant Other Observable</th>
<th>Significant Unobservable</th>
<th>NAV as Practicable Inputs</th>
<th>Total Fair Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Repurchase agreements</td>
<td></td>
<td>18,703</td>
<td>-</td>
<td>-</td>
<td>18,703</td>
</tr>
<tr>
<td>Variable rate notes</td>
<td></td>
<td>950</td>
<td>-</td>
<td>-</td>
<td>950</td>
</tr>
<tr>
<td>Commercial paper</td>
<td></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Certificates of deposit</td>
<td></td>
<td>24,772</td>
<td>-</td>
<td>24,772</td>
<td></td>
</tr>
<tr>
<td>Other adjustments</td>
<td></td>
<td>(34)</td>
<td>-</td>
<td>(34)</td>
<td></td>
</tr>
</tbody>
</table>

$1,707,269 $2,137,951 $521,421 $2,854,865 $7,221,506
Investments by fair value category for the primary institution at June 30, 2018 are as follows:

<table>
<thead>
<tr>
<th>Quoted Prices in Active Markets (Level 1)</th>
<th>Significant Other Observable Inputs (Level 2)</th>
<th>Significant Unobservable Inputs (Level 3)</th>
<th>NAV as Practical Expedient (NAV)</th>
<th>Total Fair Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S. equity</td>
<td>319,135</td>
<td>-</td>
<td>-</td>
<td>319,135</td>
</tr>
<tr>
<td>International equity</td>
<td>348,018</td>
<td>-</td>
<td>-</td>
<td>348,018</td>
</tr>
<tr>
<td>Equity mutual funds</td>
<td>196,170</td>
<td>-</td>
<td>662,679</td>
<td>858,849</td>
</tr>
<tr>
<td>U.S. government obligations</td>
<td>3,313</td>
<td>522,779</td>
<td>-</td>
<td>526,092</td>
</tr>
<tr>
<td>U.S. government agency obligations</td>
<td>-</td>
<td>118,198</td>
<td>-</td>
<td>118,198</td>
</tr>
<tr>
<td>Corporate bonds and notes</td>
<td>1,097,801</td>
<td>1,101</td>
<td>-</td>
<td>1,098,902</td>
</tr>
<tr>
<td>Bond mutual funds</td>
<td>109,278</td>
<td>-</td>
<td>-</td>
<td>109,278</td>
</tr>
<tr>
<td>Foreign government bonds</td>
<td>11,960</td>
<td>-</td>
<td>-</td>
<td>11,960</td>
</tr>
<tr>
<td>Real assets</td>
<td>9,927</td>
<td>144,843</td>
<td>536,025</td>
<td>690,795</td>
</tr>
<tr>
<td>Hedge funds</td>
<td>-</td>
<td>-</td>
<td>1,377,733</td>
<td>1,377,733</td>
</tr>
<tr>
<td>Private equity</td>
<td>-</td>
<td>122,338</td>
<td>726,164</td>
<td>848,502</td>
</tr>
<tr>
<td>Commercial paper</td>
<td>39,501</td>
<td>-</td>
<td>-</td>
<td>39,501</td>
</tr>
<tr>
<td>Cash equivalents</td>
<td>587,391</td>
<td>-</td>
<td>-</td>
<td>587,391</td>
</tr>
<tr>
<td>Other</td>
<td>13,813</td>
<td>18,306</td>
<td>-</td>
<td>32,119</td>
</tr>
<tr>
<td>Securities Lending Collateral Assets:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Repurchase agreements</td>
<td>-</td>
<td>19,014</td>
<td>-</td>
<td>19,014</td>
</tr>
<tr>
<td>Variable rate notes</td>
<td>-</td>
<td>19,268</td>
<td>-</td>
<td>19,268</td>
</tr>
<tr>
<td>Commercial paper</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Certificates of deposit</td>
<td>-</td>
<td>1,258</td>
<td>-</td>
<td>1,258</td>
</tr>
<tr>
<td>Other adjustments</td>
<td>-</td>
<td>(30)</td>
<td>-</td>
<td>32,119</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>$ 1,573,232</strong></td>
<td><strong>$ 1,843,562</strong></td>
<td><strong>$ 286,588</strong></td>
<td><strong>$ 3,302,601</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>$ 7,005,983</strong></td>
</tr>
</tbody>
</table>

Additional Information on Investments Measured at the NAV

Additional information on fair values, unfunded commitments, remaining life and redemption for investments measured at the NAV for the primary institution at June 30, 2019 is as follows:

<table>
<thead>
<tr>
<th>Fair Value</th>
<th>Unfunded Commitments</th>
<th>Remaining Life</th>
<th>Redemption Notice Period</th>
<th>Redemption Restrictions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity mutual funds - non-public international</td>
<td>944,845 $</td>
<td>- No limit</td>
<td>1 to 30 days</td>
<td>None</td>
</tr>
<tr>
<td>Hedge funds - absolute return, credit, long/short equities</td>
<td>829,151 $</td>
<td>- No limit</td>
<td>30 to 180 day notice periods</td>
<td>Lock-up provisions ranging from none to 2 years; side pockets on a few funds</td>
</tr>
<tr>
<td>Private equity - private credit, buyouts, venture, secondary</td>
<td>854,146</td>
<td>785,128 1-12 years</td>
<td>Partnerships ineligible for redemption</td>
<td>Not redeemable</td>
</tr>
<tr>
<td>Real assets - natural resources, real estate, infrastructure</td>
<td>226,723</td>
<td>165,257 1-12 years</td>
<td>Partnerships ineligible for redemption</td>
<td>Not redeemable</td>
</tr>
<tr>
<td></td>
<td><strong>$ 2,814,845</strong> $</td>
<td><strong>$ 950,385</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

44
Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

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

Additional Risk Disclosures for Investments

GASB Statements No. 3 and 40 require certain additional disclosures related to the liquidity, interest-rate, custodial, credit and foreign currency risks associated with deposits and investments.

Liquidity risk – The university’s private equity and real asset investments are illiquid and subject to redemption restrictions in accordance with their respective governing documents.

Interest-rate risk – Interest-rate risk is the risk that changes in interest rates will adversely affect the fair value of an investment. Investments with interest rates that are fixed for longer periods are likely to be subject to more variability in their fair values as a result of future changes in interest rates.

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

<table>
<thead>
<tr>
<th>Investment Maturities (in years)</th>
<th>Fair Value</th>
<th>Less than 1</th>
<th>1 to 5</th>
<th>6 to 10</th>
<th>More than 10</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S. government obligations</td>
<td>$712,404</td>
<td>$583,306</td>
<td>$111,097</td>
<td>$18,001</td>
<td>-</td>
</tr>
<tr>
<td>U.S. government agency obligations</td>
<td>129,502</td>
<td>21,127</td>
<td>12,463</td>
<td>17,203</td>
<td>78,709</td>
</tr>
<tr>
<td>Commercial paper</td>
<td>18,068</td>
<td>18,068</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Corporate bonds</td>
<td>1,223,091</td>
<td>242,552</td>
<td>828,631</td>
<td>65,590</td>
<td>86,318</td>
</tr>
<tr>
<td>Bond mutual funds</td>
<td>108,542</td>
<td>(135)</td>
<td>60,981</td>
<td>32,353</td>
<td>15,343</td>
</tr>
<tr>
<td>Other governmental bonds</td>
<td>8,550</td>
<td>1,857</td>
<td>4,226</td>
<td>1,163</td>
<td>1,304</td>
</tr>
<tr>
<td>Foreign governmental bonds</td>
<td>12,380</td>
<td>6,014</td>
<td>6,366</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Securities Lending Collateral:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Repurchase agreements</td>
<td>18,703</td>
<td>18,703</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Certificates of deposit</td>
<td>950</td>
<td>950</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Commercial paper</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Variable rate notes</td>
<td>24,772</td>
<td>24,772</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>$2,256,962</td>
<td>$917,214</td>
<td>$1,023,764</td>
<td>$134,310</td>
<td>$181,674</td>
</tr>
</tbody>
</table>
The maturities of the university’s interest-bearing investments for the primary institution at June 30, 2018 are as follows:

<table>
<thead>
<tr>
<th>Investment Maturities (in years)</th>
<th>Fair Value</th>
<th>Less than 1</th>
<th>1 to 5</th>
<th>6 to 10</th>
<th>More than 10</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S. government obligations</td>
<td>$ 526,092</td>
<td>$ 425,816</td>
<td>$ 100,002</td>
<td>$ 274</td>
<td>-</td>
</tr>
<tr>
<td>U.S. government agency obligations</td>
<td>118,198</td>
<td>4,215</td>
<td>32,651</td>
<td>14,098</td>
<td>67,234</td>
</tr>
<tr>
<td>Commercial paper</td>
<td>39,501</td>
<td>39,501</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Corporate bonds</td>
<td>1,098,902</td>
<td>268,876</td>
<td>734,097</td>
<td>41,510</td>
<td>54,419</td>
</tr>
<tr>
<td>Bond mutual funds</td>
<td>109,278</td>
<td>7,975</td>
<td>56,393</td>
<td>29,257</td>
<td>15,653</td>
</tr>
<tr>
<td>Other governmental bonds</td>
<td>13,812</td>
<td>5,574</td>
<td>5,385</td>
<td>49</td>
<td>2,804</td>
</tr>
<tr>
<td>Foreign governmental bonds</td>
<td>11,960</td>
<td>3,888</td>
<td>8,072</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Securities Lending Collateral:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Repurchase agreements</td>
<td>19,014</td>
<td>19,014</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Commercial paper</td>
<td>1,258</td>
<td>1,258</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Variable rate notes</td>
<td>19,268</td>
<td>19,268</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>$ 1,957,283</td>
<td>$ 795,385</td>
<td>$ 936,600</td>
<td>$ 85,188</td>
<td>$ 140,110</td>
</tr>
</tbody>
</table>

**Custodial credit risk** – Custodial credit risk is the risk that, in the event of the failure of the custodian, university investments may not be recovered. It is the policy of the university to hold investments in custodial accounts, and the securities are registered solely in the name of the university. All investments are transacted with nationally reputable brokerage firms offering protection by the Securities Investor Protection Corporation.

**Credit risk** – Credit risk is the risk that an issuer or other counterparty to an investment will not fulfill its obligations to the holder of the investment. Credit quality information – as commonly expressed in terms of the credit ratings issued by nationally recognized statistical rating organizations such as Moody’s Investors Service, Standard & Poor’s, or Fitch Ratings – provides a current depiction of potential variable cash flows and credit risk.

Per GASB Statement No. 40, Deposit and Investment Risk Disclosures, an amendment to GASB Statement No. 3, securities with split ratings, or a different rating assignment, are disclosed using the rating indicative of the greatest degree of risk.
The credit ratings of the university’s interest-bearing investments for the primary institution at June 30, 2019 are as follows:

<table>
<thead>
<tr>
<th>Security Type</th>
<th>AAA</th>
<th>AA</th>
<th>A</th>
<th>BBB</th>
<th>B</th>
<th>B+</th>
<th>BB</th>
<th>CCC</th>
<th>CC</th>
<th>C</th>
<th>Not Rated</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S. government and agency obligations</td>
<td>284,902</td>
<td>6,736</td>
<td>776,353</td>
<td>10,849</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>2,108</td>
</tr>
<tr>
<td>Corporate bonds</td>
<td>1,230,051</td>
<td>76,807</td>
<td>191,891</td>
<td>495,642</td>
<td>100,615</td>
<td>21,890</td>
<td>632</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>102,459</td>
</tr>
<tr>
<td>Bond mutual funds</td>
<td>108,452</td>
<td>10,157</td>
<td>80,687</td>
<td>11,982</td>
<td>12,155</td>
<td>1,815</td>
<td>634</td>
<td>501</td>
<td>-</td>
<td>-</td>
<td>22</td>
</tr>
<tr>
<td>Foreign government bonds</td>
<td>12,380</td>
<td>2,715</td>
<td>201</td>
<td>6,599</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>2,305</td>
</tr>
<tr>
<td>Commercial paper</td>
<td>18,064</td>
<td>-</td>
<td>-</td>
<td>4,986</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>13,809</td>
</tr>
<tr>
<td>Other government bonds</td>
<td>8,550</td>
<td>-</td>
<td>5,116</td>
<td>3,480</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Securities lending collateral</td>
<td>16,309</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Repurchase agreements</td>
<td>18,064</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Certificates of deposit</td>
<td>950</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>950</td>
</tr>
<tr>
<td>Commercial paper variable rate notes</td>
<td>33,732</td>
<td>-</td>
<td>7,850</td>
<td>36,917</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>1,046,432</td>
<td>104,755</td>
<td>1,045,019</td>
<td>540,794</td>
<td>370,770</td>
<td>23,908</td>
<td>1,305</td>
<td>721</td>
<td>-</td>
<td>-</td>
<td>106,809</td>
</tr>
</tbody>
</table>

The credit ratings of the university’s interest-bearing investments for the primary institution at June 30, 2018 are as follows:

<table>
<thead>
<tr>
<th>Security Type</th>
<th>AAA</th>
<th>AA</th>
<th>A</th>
<th>BBB</th>
<th>B</th>
<th>B+</th>
<th>BB</th>
<th>CCC</th>
<th>CC</th>
<th>C</th>
<th>Not Rated</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S. government and agency obligations</td>
<td>644,290</td>
<td>3,881</td>
<td>589,810</td>
<td>41,579</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>9,020</td>
</tr>
<tr>
<td>Corporate bonds</td>
<td>1,098,082</td>
<td>61,159</td>
<td>172,281</td>
<td>454,979</td>
<td>310,123</td>
<td>17,706</td>
<td>4,650</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>78,013</td>
</tr>
<tr>
<td>Bond mutual funds</td>
<td>109,278</td>
<td>76,817</td>
<td>5,108</td>
<td>16,580</td>
<td>8,002</td>
<td>1,405</td>
<td>739</td>
<td>1,010</td>
<td>-</td>
<td>-</td>
<td>17</td>
</tr>
<tr>
<td>Foreign government bonds</td>
<td>21,960</td>
<td>1,697</td>
<td>3,029</td>
<td>5,236</td>
<td>2,005</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Commercial paper</td>
<td>13,812</td>
<td>1,192</td>
<td>6,033</td>
<td>2,892</td>
<td>-</td>
<td>-</td>
<td>301</td>
<td>2,701</td>
<td>-</td>
<td>-</td>
<td>270</td>
</tr>
<tr>
<td>Securities lending collateral</td>
<td>19,014</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>19,014</td>
</tr>
<tr>
<td>Repurchase agreements</td>
<td>19,014</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>19,014</td>
</tr>
<tr>
<td>Certificates of deposit</td>
<td>1,258</td>
<td>-</td>
<td>-</td>
<td>1,258</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Commercial paper variable rate notes</td>
<td>19,268</td>
<td>-</td>
<td>6,161</td>
<td>12,907</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>1,957,155</td>
<td>144,735</td>
<td>782,022</td>
<td>827,538</td>
<td>322,120</td>
<td>10,151</td>
<td>5,889</td>
<td>3102</td>
<td>-</td>
<td>-</td>
<td>106,333</td>
</tr>
</tbody>
</table>

Concentration of credit risk – Concentration of credit risk is the risk associated with a lack of diversification, such as having substantial investments in a few individual issuers, thereby exposing the university to greater risks resulting from adverse economic, political, regulatory, geographic or credit developments.

There is no investment in issuers other than U. S. government guaranteed securities that represents five percent or more of investments held at June 30, 2019 and June 30, 2018.

Foreign currency risk – Foreign currency risk is the risk that changes in exchange rates will adversely affect the fair value of an investment or deposit.
Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

At June 30, 2019, exposure to foreign currency risk for the primary institution is as follows:

<table>
<thead>
<tr>
<th>Currency</th>
<th>Common Stock</th>
<th>Equity Funds</th>
<th>Bond Mutual Funds</th>
<th>Corporate Bonds and Notes</th>
<th>Foreign Government Bonds</th>
<th>Partnerships and Hedge Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Argentine Peso</td>
<td>5,969</td>
<td>31,351</td>
<td>98</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Australian dollar</td>
<td>17,890</td>
<td>10,414</td>
<td>62</td>
<td>627</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bangladeshi taka</td>
<td>9,032</td>
<td>7,322</td>
<td>144</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Brazilian real</td>
<td>435</td>
<td>196</td>
<td>54</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Canadian dollar</td>
<td>683</td>
<td>57,495</td>
<td>5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chilean peso</td>
<td>181</td>
<td>62</td>
<td>90</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chinese yuan</td>
<td>286</td>
<td>67</td>
<td>16</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Colombian peso</td>
<td>1,435</td>
<td>625</td>
<td>254</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Czech Republic koruna</td>
<td>24,286</td>
<td>39,176</td>
<td>(329)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Danish krone</td>
<td>952</td>
<td>3,127</td>
<td>186</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Egyptian pound</td>
<td>198</td>
<td>134</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Euro</td>
<td>111,377</td>
<td>83,394</td>
<td>(854)</td>
<td>798</td>
<td>990</td>
<td>89,635</td>
</tr>
<tr>
<td>Great Britain pound</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hong Kong dollar</td>
<td>24,286</td>
<td>39,176</td>
<td>(329)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hungarian forint</td>
<td>122</td>
<td>63</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Icelandic Krona</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Indian rupee</td>
<td>4,237</td>
<td>2,247</td>
<td>(4)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Indonesian rupiah</td>
<td>952</td>
<td>3,127</td>
<td>186</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Israeli shekel</td>
<td>198</td>
<td>134</td>
<td>7</td>
<td></td>
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<td></td>
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<tr>
<td>Japanese yen</td>
<td>104,304</td>
<td>53,414</td>
<td>393</td>
<td></td>
<td></td>
<td>5,513</td>
</tr>
<tr>
<td>Kenyan Shilling</td>
<td>80</td>
<td>241</td>
<td>23</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kuwaiti dinar</td>
<td>1,136</td>
<td>2,117</td>
<td>155</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Malaysian ringgit</td>
<td>1,414</td>
<td>9,020</td>
<td>(2)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mexican peso</td>
<td>253</td>
<td>761</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New Taiwan dollar</td>
<td>288</td>
<td>106</td>
<td>46</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>New Zealand dollar</td>
<td>4,760</td>
<td>3,294</td>
<td>67</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Norwegian krone</td>
<td>33</td>
<td>23</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Pakistani rupee</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Peruvian nuevo sol</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Philippine peso</td>
<td>490</td>
<td>722</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Polish Zloty</td>
<td>602</td>
<td>135</td>
<td>122</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Qatari rial</td>
<td>441</td>
<td>241</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Romanian new leu</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Russian ruble</td>
<td>1,435</td>
<td>625</td>
<td>254</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Saudi Riyal</td>
<td>616</td>
<td>287</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Singapore dollar</td>
<td>1,143</td>
<td>7,940</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>South African rand</td>
<td>2,622</td>
<td>6,396</td>
<td>86</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>South Korean Won</td>
<td>9,700</td>
<td>9,769</td>
<td>(129)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sri Lanka rupee</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Swedish krona</td>
<td>3,916</td>
<td>14,000</td>
<td>126</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Swiss franc</td>
<td>34,631</td>
<td>17,664</td>
<td>(114)</td>
<td></td>
<td></td>
<td>29,825</td>
</tr>
<tr>
<td>Thailand bhat</td>
<td>1,416</td>
<td>1,186</td>
<td>(1)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>UAE dirham</td>
<td>286</td>
<td>154</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$391,301</td>
<td>$443,369</td>
<td>$779</td>
<td>$4,970</td>
<td>$6,503</td>
<td>$223,784</td>
</tr>
</tbody>
</table>

November 21, 2019, Board of Trustees meeting
### Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

At June 30, 2018, exposure to foreign currency risk for the primary institution is as follows:

<table>
<thead>
<tr>
<th></th>
<th>Common Stock</th>
<th>Equity Funds</th>
<th>Bond Mutual Funds</th>
<th>Corporate Bonds and Notes</th>
<th>Foreign Government Bonds</th>
<th>Partnerships and Hedge Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Argentine Peso</td>
<td>$</td>
<td>$</td>
<td>$ 88</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Australian dollar</td>
<td>2,933</td>
<td>16,426</td>
<td>(5)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Bangladeshi taka</td>
<td>-</td>
<td>12</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Brazilian real</td>
<td>4,477</td>
<td>4,966</td>
<td>23</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Canadian dollar</td>
<td>10,755</td>
<td>5,805</td>
<td>177</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Chilean peso</td>
<td>287</td>
<td>1,592</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Chinese yuan</td>
<td>77</td>
<td>5,344</td>
<td>607</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Columbian peso</td>
<td>116</td>
<td>782</td>
<td>56</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Czech Republic koruna</td>
<td>42</td>
<td>1,484</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Danish kroner</td>
<td>3,433</td>
<td>3,930</td>
<td>5</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Egyptian pound</td>
<td>46</td>
<td>17</td>
<td>(117)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Euro</td>
<td>104,881</td>
<td>63,019</td>
<td>(568)</td>
<td>1,672</td>
<td>98,131</td>
<td></td>
</tr>
<tr>
<td>Great Britain pound sterling</td>
<td>60,906</td>
<td>88,214</td>
<td>9</td>
<td>2,509</td>
<td>-</td>
<td>75,012</td>
</tr>
<tr>
<td>Hong Kong dollar</td>
<td>17,917</td>
<td>22,857</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Hungarian forint</td>
<td>62</td>
<td>71</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Iceland Krona</td>
<td>-</td>
<td>-</td>
<td>32</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Indian rupee</td>
<td>2,318</td>
<td>4,896</td>
<td>191</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Indonesian rupiah</td>
<td>487</td>
<td>785</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Israeli shekel</td>
<td>166</td>
<td>160</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Japanese yen</td>
<td>81,496</td>
<td>67,362</td>
<td>(95)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Kuwaiti dinar</td>
<td>-</td>
<td>1,707</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Malaysian ringgit</td>
<td>609</td>
<td>3,584</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Mexican peso</td>
<td>723</td>
<td>2,430</td>
<td>485</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>New Taiwan dollar</td>
<td>3,149</td>
<td>6,670</td>
<td>(306)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>New Turkish lira</td>
<td>197</td>
<td>2,002</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>New Zealand dollar</td>
<td>128</td>
<td>79</td>
<td>80</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Norwegian kroner</td>
<td>5,380</td>
<td>3,614</td>
<td>54</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Pakistan rupee</td>
<td>41</td>
<td>2,275</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Peruvian nuevo sol</td>
<td>-</td>
<td>6</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Philippine peso</td>
<td>233</td>
<td>1,367</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Polish zloty</td>
<td>268</td>
<td>244</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Qatari rial</td>
<td>196</td>
<td>69</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Romanian new leu</td>
<td>-</td>
<td>822</td>
<td>(120)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Russian ruble</td>
<td>447</td>
<td>436</td>
<td>263</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Singapore dollar</td>
<td>548</td>
<td>10,186</td>
<td>(303)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>South African rand</td>
<td>1,602</td>
<td>6,178</td>
<td>2</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>South Korean won</td>
<td>4,846</td>
<td>7,561</td>
<td>(247)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Sri Lankan rupee</td>
<td>-</td>
<td>38</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Swedish krona</td>
<td>3,028</td>
<td>5,308</td>
<td>78</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Swiss franc</td>
<td>31,142</td>
<td>18,485</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>24,863</td>
</tr>
<tr>
<td>Thai baht</td>
<td>576</td>
<td>3,503</td>
<td>(1)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>UAE dirham</td>
<td>139</td>
<td>3,229</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 343,652</strong></td>
<td><strong>$ 367,315</strong></td>
<td><strong>$ 388</strong></td>
<td><strong>$ 2,509</strong></td>
<td><strong>$ 1,672</strong></td>
<td><strong>$ 198,006</strong></td>
</tr>
</tbody>
</table>
Securities Lending

The university has engaged in a securities lending program through its custodian bank of the Long-Term Investment Pool. Securities loaned at June 30, 2019 and 2018 were comprised completely of equities, and these loans were secured by collateral in the form of cash, equities, U.S. government obligations, and foreign government/private debt. All loans must be secured by collateral amounting to no less than 102% of the current fair value of domestic securities loaned and no less than 105% of the current fair value of foreign securities loaned.

As of June 30, 2019, there was no credit risk on securities loaned due to the fair value of the collateral held being greater than the fair value of securities on loan to each individual broker. The university, the custodian, and the borrower each maintain the right to terminate a loan. Upon maturity or termination of a loan agreement, the custodian is contractually obligated to indemnify the university if the borrowers fail to return loaned securities and if liquidation of the collateral is insufficient to replace the value of the securities loaned. Noncash collateral cannot be pledged or sold by the university without a borrower's default. While earning fees received by the university during the loan period, cash collateral is simultaneously invested in short term, highly liquid securities in order to further increase interest earned while also matching a weighted average maturity of loans which is not to exceed 60 days.

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

As of June 30, 2018, securities loaned by the university amounted to a fair value of $82,521 and were secured by collateral in the amount of $88,940. The portion of this collateral that was received in cash amounted to $39,510 and is reflected within the university’s statement of net position as a current asset and a corresponding current liability.
**NOTE 4 — ACCOUNTS, NOTES AND PLEDGES RECEIVABLE**

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

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

Allowances consist primarily of allowances for doubtful accounts and contractual adjustments of receivables of the OSU Health System.

Notes receivable consist primarily of Perkins and health professions loans and are net of an allowance for doubtful accounts of $18,149 and $18,709 at June 30, 2019 and 2018, respectively. Federal capital contributions to the Perkins loan programs represent advances which are ultimately refundable to the federal government.

In accordance with GASB Statement No. 33, Accounting and Reporting for Non-exchange Transactions, the university has recorded $101,478 in non-endowment pledges receivable and a related allowance for doubtful accounts of $5,787 at June 30, 2019. The university recorded $104,041 in non-endowment pledges receivable and a related allowance for doubtful accounts of $3,616 at June 30, 2018.

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

<table>
<thead>
<tr>
<th>Description</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross receivables - OSU Physicians</td>
<td>$129,817</td>
<td>$115,796</td>
</tr>
<tr>
<td>Other receivables</td>
<td>13,304</td>
<td>9,358</td>
</tr>
<tr>
<td><strong>Total receivables</strong></td>
<td><strong>143,121</strong></td>
<td><strong>125,154</strong></td>
</tr>
<tr>
<td>Less: Allowances for doubtful accounts</td>
<td>80,118</td>
<td>71,877</td>
</tr>
<tr>
<td><strong>Total receivables, net</strong></td>
<td><strong>$63,003</strong></td>
<td><strong>$53,277</strong></td>
</tr>
</tbody>
</table>

Allowances consist primarily of allowances for doubtful accounts and contractual adjustments of receivables of OSU Physicians.
Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

NOTE 5 — CAPITAL ASSETS

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

<table>
<thead>
<tr>
<th>Capital assets not being depreciated:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>Land $89,492</td>
</tr>
<tr>
<td>Intangibles 18,413</td>
</tr>
<tr>
<td>Construction in progress 378,859</td>
</tr>
<tr>
<td>Total non depreciable assets 486,764</td>
</tr>
</tbody>
</table>

Capital assets being depreciated:

<table>
<thead>
<tr>
<th></th>
<th>Primary Institution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Beginning</td>
</tr>
<tr>
<td>Improvements other than buildings 833,855</td>
<td>88,659</td>
</tr>
<tr>
<td>Buildings and fixed equipment 6,375,994</td>
<td>363,809</td>
</tr>
<tr>
<td>Movable equipment, furniture and software 1,547,854</td>
<td>165,277</td>
</tr>
<tr>
<td>Library books 191,275</td>
<td>3,890</td>
</tr>
<tr>
<td>Total 8,948,978</td>
<td>621,635</td>
</tr>
<tr>
<td>Less: Accumulated depreciation 4,392,520</td>
<td>413,039</td>
</tr>
<tr>
<td>Total depreciable assets, net 4,556,458</td>
<td>208,596</td>
</tr>
</tbody>
</table>

Capital assets, net $5,043,222 | 228,838 | 3,697 | $ 5,268,363 |

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

Capital assets activity for the primary institution for the year ended June 30, 2018 is summarized as follows:

<table>
<thead>
<tr>
<th>Capital assets not being depreciated:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>Land $88,502</td>
</tr>
<tr>
<td>Intangibles 18,413</td>
</tr>
<tr>
<td>Construction in progress 166,710</td>
</tr>
<tr>
<td>Total non depreciable assets 273,625</td>
</tr>
</tbody>
</table>

Capital assets being depreciated:

<table>
<thead>
<tr>
<th></th>
<th>Primary Institution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Beginning</td>
</tr>
<tr>
<td>Improvements other than buildings 828,429</td>
<td>34,794</td>
</tr>
<tr>
<td>Buildings and fixed equipment 6,214,539</td>
<td>168,613</td>
</tr>
<tr>
<td>Movable equipment, furniture and software 1,452,745</td>
<td>139,184</td>
</tr>
<tr>
<td>Library books 188,006</td>
<td>4,295</td>
</tr>
<tr>
<td>Total 8,683,719</td>
<td>346,886</td>
</tr>
<tr>
<td>Less: Accumulated depreciation 4,073,760</td>
<td>394,461</td>
</tr>
<tr>
<td>Total depreciable assets, net 4,609,959</td>
<td>(47,575)</td>
</tr>
</tbody>
</table>

Capital assets, net $4,883,584 | 165,775 | 6,137 | $ 5,043,222 |

The increase in construction in progress of $212,149 in fiscal year 2018 represents the amount of capital expenditures for new projects of $496,509, net of assets placed in service of $284,360.
Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

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

<table>
<thead>
<tr>
<th>Discretely Presented Component Units</th>
<th>Beginning Balance</th>
<th>Additions</th>
<th>Retirements</th>
<th>Ending Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land</td>
<td>$25,731</td>
<td>$3,741</td>
<td>34</td>
<td>$29,438</td>
</tr>
<tr>
<td>Intangibles</td>
<td>46</td>
<td>16</td>
<td></td>
<td>62</td>
</tr>
<tr>
<td>Construction in progress</td>
<td>19,758</td>
<td>21,704</td>
<td></td>
<td>41,462</td>
</tr>
<tr>
<td>Total non depreciable assets</td>
<td>45,535</td>
<td>25,461</td>
<td>34</td>
<td>70,962</td>
</tr>
</tbody>
</table>

Capital assets being depreciated:

| Improvements other than buildings    | 14,360            | 3,705     | 634         | 17,431         |
| Buildings and fixed equipment        | 111,918           | 4,993     | 17,516      | 99,395         |
| Movable equipment, furniture and software | 33,434       | 9,839     | 252         | 43,021         |
| Total                               | 159,712           | 18,537    | 18,402      | 159,847        |

Less: Accumulated depreciation

| Total depreciable assets, net        | 89,024            | 11,070    | 6,904       | 93,190         |

Capital assets, net

| $134,559                             | $36,531           | $6,938    |             | $164,152       |

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

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

<table>
<thead>
<tr>
<th>Discretely Presented Component Units</th>
<th>Beginning Balance</th>
<th>Additions</th>
<th>Retirements</th>
<th>Ending Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land</td>
<td>$25,731</td>
<td>-</td>
<td>-</td>
<td>25,731</td>
</tr>
<tr>
<td>Intangibles</td>
<td>52</td>
<td>-</td>
<td>6</td>
<td>46</td>
</tr>
<tr>
<td>Construction in progress</td>
<td>15,166</td>
<td>4,592</td>
<td></td>
<td>19,758</td>
</tr>
<tr>
<td>Total non depreciable assets</td>
<td>40,949</td>
<td>4,592</td>
<td>6</td>
<td>45,535</td>
</tr>
</tbody>
</table>

Capital assets being depreciated:

| Improvements other than buildings    | 13,423            | 2,362     | 1,425       | 14,360         |
| Buildings and fixed equipment        | 102,366           | 10,731    | 1,179       | 111,918        |
| Movable equipment, furniture and software | 30,574       | 3,653     | 793         | 33,434         |
| Total                               | 146,363           | 16,746    | 3,397       | 159,712        |

Less: Accumulated depreciation

| Total depreciable assets, net        | 81,218            | 9,072     | 1,266       | 89,024         |

Capital assets, net

| $122,167                             | $13,664           | $1,272    |             | $134,559       |

The increase in construction in progress of $4,592 in fiscal year 2018 represents the amount of capital expenditures for new projects of $14,943, net of assets placed in service of $10,351.
The university recognized asset retirement obligations (AROs) of $17,337 at June 30, 2019 and 2018, respectively. Assets with AROs include university facilities in which radioactive materials are used, facilities handling hazardous chemicals or waste and fuel storage tanks, all of which are subject to regulation by the State of Ohio. Liability estimates are based on decommissioning funding plans (for facilities handling radioactive materials) and historical experience (for hazardous waste facilities and fuel storage tanks). The estimated remaining useful lives of these assets range from 0 to 26 years.

**NOTE 6 — ACCOUNTS PAYABLE AND ACCRUED EXPENSES**

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

<table>
<thead>
<tr>
<th>Description</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payables to vendors for supplies and services</td>
<td>$326,794</td>
<td>$330,538</td>
</tr>
<tr>
<td>Accrued compensation and benefits</td>
<td>141,433</td>
<td>131,639</td>
</tr>
<tr>
<td>Retirement system contributions payable</td>
<td>84,622</td>
<td>80,066</td>
</tr>
<tr>
<td>Other accrued expenses</td>
<td>38,995</td>
<td>37,120</td>
</tr>
<tr>
<td><strong>Total payables and accrued expenses</strong></td>
<td><strong>$591,844</strong></td>
<td><strong>$579,363</strong></td>
</tr>
</tbody>
</table>

**NOTE 7 — DEPOSITS AND ADVANCE PAYMENTS FOR GOODS AND SERVICES**

Deposits and advance payments for goods and services for the primary institution at June 30, 2019 and 2018 consist of the following:

<table>
<thead>
<tr>
<th>Description</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current deposits and advance payments:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition and fees</td>
<td>$45,827</td>
<td>$42,585</td>
</tr>
<tr>
<td>Departmental and auxiliary sales and services</td>
<td>82,509</td>
<td>81,541</td>
</tr>
<tr>
<td>Affinity agreements</td>
<td>3,087</td>
<td>2,915</td>
</tr>
<tr>
<td>Advance from concessionaire</td>
<td>21,786</td>
<td>21,786</td>
</tr>
<tr>
<td>Grant and contract advances</td>
<td>113,290</td>
<td>111,091</td>
</tr>
<tr>
<td>Other deposits and advance payments</td>
<td>15,387</td>
<td>14,483</td>
</tr>
<tr>
<td><strong>Total current deposits and advance payments</strong></td>
<td><strong>$281,886</strong></td>
<td><strong>$274,401</strong></td>
</tr>
<tr>
<td>Advance from concessionaire</td>
<td>$1,024,555</td>
<td>$1,046,342</td>
</tr>
<tr>
<td>Other non-current deposits and advance payments:</td>
<td>101,089</td>
<td>68,018</td>
</tr>
</tbody>
</table>
NOTE 8 — SELF-INSURANCE ACCRUALS

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

Medical Malpractice

The university has established trustee self-insurance funds for professional medical malpractice liability claims with a $4,000 limit per occurrence and $18,000 annual aggregate. The university self-insurance funds have insurance in excess of $4,000 per occurrence through Oval Limited, a blended component unit of the university. Effective July 1, 2017, Oval Limited provides coverage with limits of $85,000 per occurrence and in the aggregate.

Previous coverage levels for Oval Limited are as follows:

<table>
<thead>
<tr>
<th>Accident Period for Oval</th>
<th>Gross Oval Limit (Occurrence and Annual Aggregate)</th>
</tr>
</thead>
<tbody>
<tr>
<td>7/1/16 – 6/30/19</td>
<td>$85,000</td>
</tr>
<tr>
<td>7/1/15 – 6/30/16</td>
<td>$75,000</td>
</tr>
<tr>
<td>7/1/08 – 6/30/15</td>
<td>$55,000</td>
</tr>
<tr>
<td>7/1/06 – 6/30/08</td>
<td>$40,000</td>
</tr>
<tr>
<td>7/1/05 – 6/30/06</td>
<td>$35,000</td>
</tr>
<tr>
<td>7/1/02 – 6/30/05</td>
<td>$25,000</td>
</tr>
<tr>
<td>7/1/97 – 6/30/02</td>
<td>$15,000</td>
</tr>
<tr>
<td>9/30/94 – 6/30/97</td>
<td>$10,000</td>
</tr>
</tbody>
</table>

The limits are in excess of underlying policies with limits of $4,000 per occurrence and $18,000 in the aggregate. For the year ended June 30, 2019, Oval reinsured, in excess of the self-insured retention, 100% of the first $25,000 of risk to Berkley Insurance Company. The next $20,000 was fully ceded to Endurance Specialty Insurance Ltd, then $20,000 ceded to The Medical Protective Company, with the next $10,000 ceded to Berkshire Hathaway Specialty Insurance and above that Oval ceded the remaining $10,000 of the risk to Ironshore Insurance Ltd.

The estimated liability and the related contributions to the trustee fund are based upon an independent actuarial determination as of June 30, 2019. OSUP participates in the university self-insurance fund for professional medical malpractice liability claims.

The university’s estimate of professional malpractice liability includes provisions for known claims and actuarially determined estimates of incurred but not reported claims and incidents. This liability at June 30, 2019 of the anticipated future payments on gross claims is estimated at its present value of $51,092 discounted at an estimated rate of 3% (university funds) and an additional $19,247 discounted at an estimated rate of 3% (Oval Limited).
Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

Although actual experience upon the ultimate disposition of the claims may vary from this estimate, the self-insurance fund assets of $205,510 (which primarily consist of bond and equity mutual funds, money market funds and U.S. treasury notes) are more than the recorded liability at June 30, 2019, and the surplus of $135,136 is included in unrestricted net position.

At June 30, 2018, the anticipated future payments on gross claims was estimated at its present value of $51,042 discounted at an estimated rate of 3% (university funds) and an additional $19,286 discounted at an estimated rate of 3% (Oval Limited). The self-insurance fund assets of $203,611 (which primarily consist of bond and equity mutual funds, money market funds and U.S. treasury notes) were more than the recorded liability at June 30, 2018, and the surplus of $133,283 was included in unrestricted net position.

Employee Health Insurance

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

Workers’ Compensation

Effective January 1, 2013, the university became self-insured for workers’ compensation. As of June 30, 2019 and 2018, respectively, $19,276 and $20,112 are recorded as a liability relating to both claims received but not paid and estimates of claims incurred but not yet reported.

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

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Liability at beginning of fiscal year</td>
<td>$70,328</td>
<td>$73,523</td>
<td>$32,997</td>
<td>$35,849</td>
<td>$20,112</td>
<td>$20,498</td>
</tr>
<tr>
<td>Current year provision for losses</td>
<td>5,381</td>
<td>865</td>
<td>348,520</td>
<td>335,534</td>
<td>6,273</td>
<td>15,914</td>
</tr>
<tr>
<td>Balance at fiscal year end</td>
<td>$70,339</td>
<td>$70,328</td>
<td>$37,016</td>
<td>$32,997</td>
<td>$19,276</td>
<td>$20,112</td>
</tr>
</tbody>
</table>

NOTE 9 — DEBT

The university may finance the construction, renovation and acquisition of certain facilities through the issuance of debt obligations, which include general receipts bonds, special purpose receipts bonds, capital lease obligations, and other borrowings.
Debt activity for the primary institution for the year ended June 30, 2019 is as follows:

<table>
<thead>
<tr>
<th>Direct Borrowings and Direct Placements - Notes:</th>
<th>Balance</th>
<th>Additions</th>
<th>Reductions</th>
<th>Balance</th>
<th>Portion</th>
</tr>
</thead>
<tbody>
<tr>
<td>WOSU</td>
<td>$1,985</td>
<td>$159</td>
<td></td>
<td>$2,144</td>
<td>$159</td>
</tr>
<tr>
<td>OH Air Quality Note Series A</td>
<td>2,618</td>
<td>-</td>
<td>420</td>
<td>2,198</td>
<td>426</td>
</tr>
<tr>
<td>OH Air Quality Note Series B</td>
<td>2,340</td>
<td>-</td>
<td>-</td>
<td>2,340</td>
<td>-</td>
</tr>
<tr>
<td>St. Stephens Church Note</td>
<td>2,653</td>
<td>-</td>
<td>80</td>
<td>2,573</td>
<td>84</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Direct Borrowings and Direct Placements - Other:</th>
<th>Balance</th>
<th>Additions</th>
<th>Reductions</th>
<th>Balance</th>
<th>Portion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Lease Obligations</td>
<td>15,329</td>
<td>10,958</td>
<td>5,286</td>
<td>21,001</td>
<td>7,262</td>
</tr>
<tr>
<td>Ohio State Energy Partners</td>
<td>10,316</td>
<td>31,877</td>
<td>-</td>
<td>41,672</td>
<td>2,551</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>General Receipts Bonds - Fixed Rate:</th>
<th>Balance</th>
<th>Additions</th>
<th>Reductions</th>
<th>Balance</th>
<th>Portion</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008A, due serially through 2028</td>
<td>7,570</td>
<td>-</td>
<td>7,570</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>2010A, due serially through 2020</td>
<td>40,460</td>
<td>-</td>
<td>24,135</td>
<td>16,325</td>
<td>10,200</td>
</tr>
<tr>
<td>2010C, due 2040</td>
<td>654,785</td>
<td>-</td>
<td>-</td>
<td>654,785</td>
<td>-</td>
</tr>
<tr>
<td>2010D, due serially through 2032</td>
<td>84,625</td>
<td>-</td>
<td>84,625</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>2011, due 2111</td>
<td>500,000</td>
<td>-</td>
<td>500,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>2012A, due 2030</td>
<td>66,750</td>
<td>-</td>
<td>8,530</td>
<td>58,220</td>
<td>8,910</td>
</tr>
<tr>
<td>2012B, due 2033</td>
<td>13,515</td>
<td>-</td>
<td>1,480</td>
<td>12,035</td>
<td>1,510</td>
</tr>
<tr>
<td>2014A, due serially through 2044</td>
<td>129,245</td>
<td>-</td>
<td>2,435</td>
<td>126,810</td>
<td>2,560</td>
</tr>
<tr>
<td>2016A, due serially through 2111</td>
<td>60,000</td>
<td>-</td>
<td>-</td>
<td>60,000</td>
<td>-</td>
</tr>
<tr>
<td>2016B, due serially through 2030</td>
<td>23,255</td>
<td>-</td>
<td>2,790</td>
<td>20,465</td>
<td>2,930</td>
</tr>
<tr>
<td>2017, due serially through 2028</td>
<td>69,950</td>
<td>-</td>
<td>-</td>
<td>69,950</td>
<td>7,035</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Special Purpose General Receipts Bonds - Fixed Rate:</th>
<th>Balance</th>
<th>Additions</th>
<th>Reductions</th>
<th>Balance</th>
<th>Portion</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013A, due 2043</td>
<td>337,955</td>
<td>-</td>
<td>-</td>
<td>337,955</td>
<td>-</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>General Receipts Bonds - Variable Rate:</th>
<th>Balance</th>
<th>Additions</th>
<th>Reductions</th>
<th>Balance</th>
<th>Portion</th>
</tr>
</thead>
<tbody>
<tr>
<td>1997, due serially through 2027</td>
<td>17,160</td>
<td>-</td>
<td>17,160</td>
<td>17,160</td>
<td>17,160</td>
</tr>
<tr>
<td>1999B1, due serially through 2029</td>
<td>10,765</td>
<td>-</td>
<td>10,765</td>
<td>10,765</td>
<td>10,765</td>
</tr>
<tr>
<td>2003C, due serially through 2031</td>
<td>49,800</td>
<td>-</td>
<td>4,840</td>
<td>44,960</td>
<td>44,960</td>
</tr>
<tr>
<td>2005B, due serially through 2035</td>
<td>71,575</td>
<td>-</td>
<td>8,845</td>
<td>62,730</td>
<td>62,730</td>
</tr>
<tr>
<td>2008B, due serially through 2028</td>
<td>86,025</td>
<td>-</td>
<td>-</td>
<td>86,025</td>
<td>86,025</td>
</tr>
<tr>
<td>2010E, due serially through 2035</td>
<td>150,000</td>
<td>-</td>
<td>-</td>
<td>150,000</td>
<td>150,000</td>
</tr>
<tr>
<td>2014B, due serially through 2044</td>
<td>150,000</td>
<td>-</td>
<td>-</td>
<td>150,000</td>
<td>150,000</td>
</tr>
<tr>
<td>3,151,711</td>
<td>42,835</td>
<td>67,091</td>
<td>-</td>
<td>3,127,455</td>
<td>618,302</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Unamortized Bond Premiums</th>
<th>Balance</th>
<th>Additions</th>
<th>Reductions</th>
<th>Balance</th>
<th>Portion</th>
</tr>
</thead>
<tbody>
<tr>
<td>81,211</td>
<td>-</td>
<td>7,883</td>
<td>-</td>
<td>73,328</td>
<td>-</td>
</tr>
</tbody>
</table>

Total outstanding debt $3,232,922 $42,835 $74,974 $3,200,783 $618,302
Debt activity for the primary institution for the year ended June 30, 2018 is as follows:

<table>
<thead>
<tr>
<th>Primary Institution</th>
<th>Beginning Balance</th>
<th>Additions</th>
<th>Reductions</th>
<th>Ending Balance</th>
<th>Current Portion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Borrowings and Direct Placements - Notes:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WOSU</td>
<td>2,144</td>
<td>-</td>
<td>159</td>
<td>1,985</td>
<td>159</td>
</tr>
<tr>
<td>OH Air Quality Note Series A</td>
<td>3,031</td>
<td>-</td>
<td>413</td>
<td>2,618</td>
<td>420</td>
</tr>
<tr>
<td>OH Air Quality Note Series B</td>
<td>2,340</td>
<td>-</td>
<td>-</td>
<td>2,340</td>
<td>-</td>
</tr>
<tr>
<td>St. Stephens Church Note</td>
<td>2,729</td>
<td>-</td>
<td>76</td>
<td>2,653</td>
<td>80</td>
</tr>
<tr>
<td>Direct Borrowings and Direct Placements - Other:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital Lease Obligations</td>
<td>-</td>
<td>10,316</td>
<td>-</td>
<td>10,316</td>
<td>-</td>
</tr>
<tr>
<td>Ohio State Energy Partners</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>General Receipts Bonds - Fixed Rate:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2008A, due serially through 2028</td>
<td>94,510</td>
<td>-</td>
<td>86,940</td>
<td>7,570</td>
<td>7,570</td>
</tr>
<tr>
<td>2010A, due serially through 2020</td>
<td>79,160</td>
<td>-</td>
<td>38,700</td>
<td>40,460</td>
<td>24,135</td>
</tr>
<tr>
<td>2010C, due 2040</td>
<td>654,785</td>
<td>-</td>
<td>-</td>
<td>654,785</td>
<td>-</td>
</tr>
<tr>
<td>2010D, due serially through 2032</td>
<td>84,625</td>
<td>-</td>
<td>-</td>
<td>84,625</td>
<td>-</td>
</tr>
<tr>
<td>2011, due 2111</td>
<td>500,000</td>
<td>-</td>
<td>-</td>
<td>500,000</td>
<td>-</td>
</tr>
<tr>
<td>2012A, due 2030</td>
<td>74,980</td>
<td>-</td>
<td>8,230</td>
<td>66,750</td>
<td>8,530</td>
</tr>
<tr>
<td>2012B, due 2033</td>
<td>15,335</td>
<td>-</td>
<td>1,820</td>
<td>13,515</td>
<td>1,480</td>
</tr>
<tr>
<td>2014A, due serially through 2044</td>
<td>131,560</td>
<td>-</td>
<td>2,315</td>
<td>129,245</td>
<td>2,435</td>
</tr>
<tr>
<td>2016A, due serially through 2111</td>
<td>600,000</td>
<td>-</td>
<td>-</td>
<td>600,000</td>
<td>-</td>
</tr>
<tr>
<td>2016B, due serially through 2030</td>
<td>25,935</td>
<td>-</td>
<td>2,680</td>
<td>23,255</td>
<td>2,790</td>
</tr>
<tr>
<td>2017, due serially through 2028</td>
<td>-</td>
<td>68,950</td>
<td>-</td>
<td>69,950</td>
<td>-</td>
</tr>
<tr>
<td>Special Purpose General Receipts Bonds - Fixed Rate:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2013A, due 2043</td>
<td>337,955</td>
<td>-</td>
<td>-</td>
<td>337,955</td>
<td>-</td>
</tr>
<tr>
<td>General Receipts Bonds - Variable Rate:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1997, due serially through 2027</td>
<td>17,160</td>
<td>-</td>
<td>-</td>
<td>17,160</td>
<td>17,160</td>
</tr>
<tr>
<td>1999B1, due serially through 2029</td>
<td>10,765</td>
<td>-</td>
<td>-</td>
<td>10,765</td>
<td>10,765</td>
</tr>
<tr>
<td>2001, due serially through 2032</td>
<td>53,035</td>
<td>-</td>
<td>-</td>
<td>53,035</td>
<td>53,035</td>
</tr>
<tr>
<td>2003C, due serially through 2031</td>
<td>49,800</td>
<td>-</td>
<td>-</td>
<td>49,800</td>
<td>49,800</td>
</tr>
<tr>
<td>2003B, due serially through 2035</td>
<td>71,575</td>
<td>-</td>
<td>-</td>
<td>71,575</td>
<td>71,575</td>
</tr>
<tr>
<td>2008B, due serially through 2028</td>
<td>86,025</td>
<td>-</td>
<td>-</td>
<td>86,025</td>
<td>86,025</td>
</tr>
<tr>
<td>2010E, due serially through 2035</td>
<td>150,000</td>
<td>-</td>
<td>-</td>
<td>150,000</td>
<td>150,000</td>
</tr>
<tr>
<td>2014B, due serially through 2044</td>
<td>150,000</td>
<td>-</td>
<td>-</td>
<td>150,000</td>
<td>150,000</td>
</tr>
<tr>
<td>Unamortized Bond Premiums</td>
<td>86,129</td>
<td>12,719</td>
<td>17,637</td>
<td>81,211</td>
<td>-</td>
</tr>
<tr>
<td>Total outstanding debt</td>
<td>3,292,126</td>
<td>103,493</td>
<td>162,697</td>
<td>3,122,922</td>
<td>640,589</td>
</tr>
</tbody>
</table>
Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

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

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

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

<table>
<thead>
<tr>
<th>Direct Borrowings and Direct Placements:</th>
<th>Beginning Balance</th>
<th>Additions</th>
<th>Reductions</th>
<th>Ending Balance</th>
<th>Current Portion</th>
</tr>
</thead>
<tbody>
<tr>
<td>OSU Physicians - Series 2013 Health Care Facilities Revenue Bond, due through 2035</td>
<td>13,024</td>
<td>-</td>
<td>587</td>
<td>12,437</td>
<td>612</td>
</tr>
<tr>
<td>OSU Physicians - Term Loan Payable, due 2023</td>
<td>1,614</td>
<td>-</td>
<td>267</td>
<td>1,347</td>
<td>263</td>
</tr>
<tr>
<td>TRC Ohio Development Service Agency Note Payable</td>
<td>5,000</td>
<td>-</td>
<td>-</td>
<td>5,000</td>
<td>311</td>
</tr>
<tr>
<td>Campus Partners - Columbus Foundation Note Payable</td>
<td>1,886</td>
<td>-</td>
<td>63</td>
<td>1,823</td>
<td>85</td>
</tr>
<tr>
<td>Campus Partners - Edwards TIF Note Payable</td>
<td>150</td>
<td>1,500</td>
<td>-</td>
<td>1,650</td>
<td>-</td>
</tr>
<tr>
<td>Capital Lease Obligations</td>
<td>-</td>
<td>152</td>
<td>55</td>
<td>97</td>
<td>51</td>
</tr>
<tr>
<td>Total outstanding debt</td>
<td>16,884</td>
<td>6,652</td>
<td>972</td>
<td>22,364</td>
<td>1,322</td>
</tr>
</tbody>
</table>
Debt obligations are generally callable by the university, bear interest at fixed and variable rates ranging from 0% to 6% and mature at various dates through 2111. Maturities and interest on debt obligations for the next five years and in five-year periods for the primary institution are as follows:

### Primary Institution

<table>
<thead>
<tr>
<th>Year</th>
<th>Bonds</th>
<th>Direct Borrowings and Direct Placements</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Principal</td>
<td>Interest</td>
</tr>
<tr>
<td>2020</td>
<td>$ 607,820</td>
<td>$ 133,140</td>
</tr>
<tr>
<td>2021</td>
<td>31,585</td>
<td>121,620</td>
</tr>
<tr>
<td>2022</td>
<td>33,370</td>
<td>120,135</td>
</tr>
<tr>
<td>2023</td>
<td>42,345</td>
<td>118,693</td>
</tr>
<tr>
<td>2024</td>
<td>38,020</td>
<td>116,726</td>
</tr>
</tbody>
</table>

Maturities and interest on debt obligations for the next five years and in five-year periods for the discretely presented component units are as follows:

### Discretely Presented Component Units

<table>
<thead>
<tr>
<th>Year</th>
<th>Bonds</th>
<th>Direct Borrowings and Direct Placements</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Principal</td>
<td>Interest</td>
</tr>
<tr>
<td>2020</td>
<td>$ 1,343</td>
<td>$ 348</td>
</tr>
<tr>
<td>2021</td>
<td>2,893</td>
<td>586</td>
</tr>
<tr>
<td>2022</td>
<td>1,256</td>
<td>267</td>
</tr>
<tr>
<td>2023</td>
<td>1,256</td>
<td>243</td>
</tr>
<tr>
<td>2024</td>
<td>1,006</td>
<td>222</td>
</tr>
<tr>
<td>2025-2029</td>
<td>5,304</td>
<td>835</td>
</tr>
<tr>
<td>2030-2034</td>
<td>5,430</td>
<td>350</td>
</tr>
</tbody>
</table>

$ 19,504 $ 2,863 $ 22,367
General receipts bonds are backed by the unrestricted receipts of the university, excluding certain items as described in the bond indentures.

University bond indentures include provisions for Events of Default and Remedies. In general, if the university fails to pay any interest or principal when it is due and payable, the Trustee may, upon the request of the holders of at least 25% of the outstanding principal on the bonds, declare the principal and any accrued interest as immediately due and payable. For the Series 2013A Special Purpose General Receipts bonds, Events of Default also include failure to “set rates, charges and fees in each Fiscal Year so as to cause Special Purpose Pledged Revenues to be in an amount not less than 1.1 times the aggregate debt service for the then-current Fiscal Year on all Special Purpose General Receipts Obligations”.

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

The outstanding bond indentures do not require mandatory reserves for future payment of principal and interest. However, the university has set aside $342,397 for future debt service which is included in unrestricted net position.

The university has defeased various bonds by placing the proceeds of new bonds into an irrevocable trust to provide for all future debt service payments on the old bonds. The defeased bonds for the primary institution are as follows:

<table>
<thead>
<tr>
<th>General Receipts Bonds:</th>
<th>Amount Outstanding at June 30, 2019</th>
<th>Amount Defeased</th>
</tr>
</thead>
<tbody>
<tr>
<td>Series 2010A</td>
<td>$13,050</td>
<td>$991</td>
</tr>
<tr>
<td>Series 2010D</td>
<td>4,376</td>
<td>4,376</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$17,426</strong></td>
<td><strong>$5,367</strong></td>
</tr>
</tbody>
</table>

Neither the outstanding indebtedness nor the related trust account assets for the above bonds are included in the university’s financial statements.
Special-Purpose General Receipts Bonds

In January 2013, the university issued $337,955 of Special Purpose General Receipts Bonds, Series 2013A. These bonds are solely payable from, and secured by, a pledge of the gross revenues of Special Purpose Revenue Facilities. Special Purpose Revenue Facilities are defined in the Series 2013 Supplement as all housing and dining facilities and such auxiliary facilities as shall constitute recreation facilities owned by the university. The bond indenture agreement includes a debt covenant, requiring the university “to set rates, charges and fees in each Fiscal Year so as to cause Special Purpose Pledged Revenues to be in an amount not less than 1.10 times the aggregate debt service for the then-current Fiscal Year on all Special Purpose General Receipts Obligations.” At June 30, 2019, the university is in compliance with this covenant. Condensed financial information for the Special Purpose Revenue Facilities is provided in Note 22.

Variable Rate Demand Bonds

Series 1997, 1999B1, 2001, 2003C, 2005B, 2008B, 2010E and 2014B variable rate demand bonds bear interest at rates based upon yield evaluations at par of comparable securities. The maximum interest rate allowable and the effective average interest rate from issue date to June 30, 2019 are as follows:

<table>
<thead>
<tr>
<th>Series:</th>
<th>Interest Rate Not to Exceed</th>
<th>Effective Average Interest Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1997</td>
<td>12%</td>
<td>1.477%</td>
</tr>
<tr>
<td>1999B1</td>
<td>12%</td>
<td>1.282%</td>
</tr>
<tr>
<td>2001</td>
<td>12%</td>
<td>1.095%</td>
</tr>
<tr>
<td>2003C</td>
<td>12%</td>
<td>1.425%</td>
</tr>
<tr>
<td>2005B</td>
<td>12%</td>
<td>1.022%</td>
</tr>
<tr>
<td>2008B</td>
<td>12%</td>
<td>0.497%</td>
</tr>
<tr>
<td>2010E</td>
<td>8%</td>
<td>0.436%</td>
</tr>
<tr>
<td>2014B</td>
<td>not specified</td>
<td>0.721%</td>
</tr>
</tbody>
</table>

At the discretion of the university, the interest rate on the bonds can be converted to a fixed rate. The bonds may be redeemed by the university or sold by the bondholders to a remarketing agent appointed by the university at any time prior to conversion to a fixed rate at a price equal to the principal amount plus accrued interest.

The university’s variable rate demand bonds mature at various dates through 2044. GASB Interpretation No. 1, Demand Bonds Issued by State and Local Governmental Entities, provides guidance on the statement of net position classification of these bonds. Under GASB Interpretation No. 1, outstanding principal balances on variable rate demand bonds may be classified as non-current liabilities if the issuer has entered into a “take-out agreement” to convert bonds “put” but not resold into some other form of long-term obligation. In the absence of such an agreement, the total outstanding principal balances for these bonds are required to be classified as current liabilities.
Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

Although it is the university’s intent to repay its variable rate demand bonds in accordance with the maturities set forth in the bond offering circulars, the university does not have “take-out agreements” in place per the GASB Interpretation No. 1 requirements. Accordingly, the university has classified the total outstanding principal balances on its variable rate demand bonds as current liabilities. The obligations totaled $574,675 and $588,360 at June 30, 2019 and 2018, respectively.

Capital Lease Obligations

Some university equipment items and vehicles are financed as capital leases. The original cost and lease obligations related to these capital leases as of June 30, 2019 are $33,708 and $21,000, respectively. The original cost and lease obligations related to these capital leases as of June 30, 2018 are $22,750 and $15,328, respectively.

Capitalization of Interest

Interest incurred during the construction of capital assets is included in the cost of the asset when capitalized. Total interest costs incurred for the years ended June 30, 2019 and 2018 for the primary institution were $123,584 and $122,281. Of these amounts, interest of $8,500 and $5,792 were capitalized. The remaining amounts of $115,084 and $116,489 for the years ended June 30, 2019 and 2018, respectively, are reported as interest expense in the statement of revenues, expenses and changes in net position.

NOTE 10 — OPERATING LEASES

The university leases various buildings, office space, and equipment under operating lease agreements. These facilities and equipment are not recorded as assets on the statement of net position. The total rental expense under these agreements was $19,692 and $23,638 for the years ended June 30, 2019 and 2018, respectively.
Future minimum payments for all significant operating leases with initial or remaining terms in excess of one year as of June 30, 2019 are as follows:

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

**NOTE 11 — COMPENSATED ABSENces**

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

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

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

The university accrues sick leave liability for those employees who are currently eligible to receive termination payments as well as other employees who are expected to become eligible to receive such payments. This liability is calculated using the “termination payment method” which is set forth in Appendix C, Example 4 of the GASB Statement No. 16, *Accounting for Compensated Absences*. Under the termination method, the university calculates a ratio, Sick Leave Termination Cost per Year Worked, that is based on the university’s actual historical experience of sick leave payouts to terminated employees. This ratio is then applied to the total years-of-service for current employees.
Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

Certain employees of the university (mostly classified civil service employees) receive compensation time in lieu of overtime pay. Any unused compensation time must be paid to the employee at termination or retirement.

NOTE 12 — OTHER LIABILITIES

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

<table>
<thead>
<tr>
<th>Primary Institution</th>
<th>Beginning Balance</th>
<th>Additions</th>
<th>Reductions</th>
<th>Ending Balance</th>
<th>Current Portion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compensated absences</td>
<td>$185,004</td>
<td>$23,204</td>
<td>$15,268</td>
<td>$192,940</td>
<td>$15,268</td>
</tr>
<tr>
<td>Self-insurance accruals</td>
<td>$123,436</td>
<td>$353,066</td>
<td>$349,871</td>
<td>$126,631</td>
<td>$44,124</td>
</tr>
<tr>
<td>Amounts due to third party payors</td>
<td>$66,333</td>
<td>$61,054</td>
<td>$50,917</td>
<td>$76,470</td>
<td>$27,096</td>
</tr>
<tr>
<td>Irrevocable split-interest agreements</td>
<td>$32,728</td>
<td>-</td>
<td>$1,001</td>
<td>$31,727</td>
<td>$3,264</td>
</tr>
<tr>
<td>Refundable advances for Federal Perkins loans</td>
<td>$32,638</td>
<td>$840</td>
<td>-</td>
<td>$33,478</td>
<td>-</td>
</tr>
<tr>
<td>Other noncurrent liabilities</td>
<td>$93,944</td>
<td>$30,348</td>
<td>-</td>
<td>$122,292</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$532,083</strong></td>
<td><strong>$468,512</strong></td>
<td><strong>$417,057</strong></td>
<td><strong>$583,538</strong></td>
<td><strong>$89,752</strong></td>
</tr>
</tbody>
</table>

Other liability activity for the primary institution for the year ended June 30, 2018 is as follows:

<table>
<thead>
<tr>
<th>Primary Institution</th>
<th>Beginning Balance</th>
<th>Additions</th>
<th>Reductions</th>
<th>Ending Balance</th>
<th>Current Portion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compensated absences</td>
<td>$177,207</td>
<td>$22,576</td>
<td>$14,779</td>
<td>$185,004</td>
<td>$14,779</td>
</tr>
<tr>
<td>Self-insurance accruals</td>
<td>$129,870</td>
<td>$336,012</td>
<td>$342,446</td>
<td>$123,436</td>
<td>$49,297</td>
</tr>
<tr>
<td>Amounts due to third party payors</td>
<td>$66,526</td>
<td>$28,301</td>
<td>$28,494</td>
<td>$66,333</td>
<td>$21,424</td>
</tr>
<tr>
<td>Obligations under life income agreements</td>
<td>$34,308</td>
<td>-</td>
<td>$1,580</td>
<td>$32,728</td>
<td>$3,350</td>
</tr>
<tr>
<td>Refundable advances for Federal Perkins loans</td>
<td>$31,714</td>
<td>$924</td>
<td>-</td>
<td>$32,638</td>
<td>-</td>
</tr>
<tr>
<td>Other noncurrent liabilities</td>
<td>$101,486</td>
<td>-</td>
<td>$9,542</td>
<td>$91,944</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$541,111</strong></td>
<td><strong>$387,813</strong></td>
<td><strong>$396,841</strong></td>
<td><strong>$532,083</strong></td>
<td><strong>$88,850</strong></td>
</tr>
</tbody>
</table>
NOTE 13 — RENTALS UNDER OPERATING LEASES

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

<table>
<thead>
<tr>
<th>Year Ending June 30,</th>
<th>$</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>4,150</td>
</tr>
<tr>
<td>2021</td>
<td>3,201</td>
</tr>
<tr>
<td>2022</td>
<td>2,928</td>
</tr>
<tr>
<td>2023</td>
<td>2,804</td>
</tr>
<tr>
<td>2024</td>
<td>2,256</td>
</tr>
<tr>
<td>2025-2029</td>
<td>5,148</td>
</tr>
<tr>
<td>2030-2034</td>
<td>2,412</td>
</tr>
<tr>
<td>2035-2039</td>
<td>300</td>
</tr>
<tr>
<td>2040-2044</td>
<td>10</td>
</tr>
<tr>
<td>2045-2049</td>
<td>10</td>
</tr>
<tr>
<td>2050-2054</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total minimum future rentals</strong></td>
<td>$23,229</td>
</tr>
</tbody>
</table>

The discretely presented component units are the lessor of certain land, buildings, office and retail space under operating lease agreements. Future minimum rental income from non-cancelable operating leases as of June 30, 2019 is as follows:

<table>
<thead>
<tr>
<th>Year Ending June 30,</th>
<th>$</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>23,782</td>
</tr>
<tr>
<td>2021</td>
<td>9,835</td>
</tr>
<tr>
<td>2022</td>
<td>2,732</td>
</tr>
<tr>
<td>2023</td>
<td>2,508</td>
</tr>
<tr>
<td>2024</td>
<td>2,387</td>
</tr>
<tr>
<td>2025-2029</td>
<td>5,700</td>
</tr>
<tr>
<td>2030-2034</td>
<td>245</td>
</tr>
<tr>
<td><strong>Total minimum future rentals</strong></td>
<td>$47,189</td>
</tr>
</tbody>
</table>
Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

NOTE 14 — OPERATING EXPENSES BY OBJECT

In accordance with requirements set forth by the Ohio Board of Regents, the university reports operating expenses by functional classification on the Statement of Revenues, Expenses and Changes in Net Position. Operating expenses by object for the primary institution for the years ended June 30, 2019 and 2018 are summarized as follows:

### Year Ended June 30, 2019

<table>
<thead>
<tr>
<th>Primary Institution</th>
<th>Compensation and Benefits</th>
<th>Supplies and Services</th>
<th>Scholarships and Fellowships</th>
<th>Depreciation</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction</td>
<td>$937,736</td>
<td>$132,556</td>
<td>$ -</td>
<td>$ -</td>
<td>$1,070,292</td>
</tr>
<tr>
<td>Separately budgeted research</td>
<td>305,772</td>
<td>$181,555</td>
<td>$ -</td>
<td>$ -</td>
<td>$487,327</td>
</tr>
<tr>
<td>Public service</td>
<td>101,633</td>
<td>$81,595</td>
<td>$ -</td>
<td>$ -</td>
<td>$183,228</td>
</tr>
<tr>
<td>Academic support</td>
<td>202,555</td>
<td>$40,405</td>
<td>$ -</td>
<td>$ -</td>
<td>$242,960</td>
</tr>
<tr>
<td>Student services</td>
<td>86,595</td>
<td>$22,607</td>
<td>$ -</td>
<td>$ -</td>
<td>$109,166</td>
</tr>
<tr>
<td>Institutional support</td>
<td>227,931</td>
<td>$81,760</td>
<td>$ -</td>
<td>$ -</td>
<td>$309,691</td>
</tr>
<tr>
<td>Operation and maintenance of plant</td>
<td>37,166</td>
<td>$98,141</td>
<td>$ -</td>
<td>$ -</td>
<td>$135,307</td>
</tr>
<tr>
<td>Scholarships and fellowships</td>
<td>6,265</td>
<td>$2,317</td>
<td>$118,802</td>
<td>$ -</td>
<td>$127,384</td>
</tr>
<tr>
<td>Auxiliary enterprises</td>
<td>211,868</td>
<td>$149,478</td>
<td>$ -</td>
<td>$ -</td>
<td>$361,346</td>
</tr>
<tr>
<td>OSU Health System</td>
<td>1,699,285</td>
<td>$1,409,786</td>
<td>$ -</td>
<td>$ -</td>
<td>$3,109,070</td>
</tr>
<tr>
<td>Depreciation</td>
<td>$6,265</td>
<td>$2,317</td>
<td>$118,802</td>
<td>$ -</td>
<td>$127,384</td>
</tr>
<tr>
<td>Total operating expenses</td>
<td>$3,816,770</td>
<td>$2,200,199</td>
<td>$118,802</td>
<td>$413,039</td>
<td>$6,548,810</td>
</tr>
</tbody>
</table>

### Year Ended June 30, 2018

<table>
<thead>
<tr>
<th>Primary Institution</th>
<th>Compensation and Benefits</th>
<th>Supplies and Services</th>
<th>Scholarships and Fellowships</th>
<th>Depreciation</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction</td>
<td>$680,084</td>
<td>$131,039</td>
<td>$ -</td>
<td>$ -</td>
<td>$811,123</td>
</tr>
<tr>
<td>Separately budgeted research</td>
<td>129,233</td>
<td>$171,719</td>
<td>$ -</td>
<td>$ -</td>
<td>$300,952</td>
</tr>
<tr>
<td>Public service</td>
<td>$53,990</td>
<td>$83,130</td>
<td>$ -</td>
<td>$ -</td>
<td>$137,120</td>
</tr>
<tr>
<td>Academic support</td>
<td>138,079</td>
<td>$44,373</td>
<td>$ -</td>
<td>$ -</td>
<td>$182,452</td>
</tr>
<tr>
<td>Student services</td>
<td>81,649</td>
<td>$24,111</td>
<td>$ -</td>
<td>$ -</td>
<td>$105,760</td>
</tr>
<tr>
<td>Institutional support</td>
<td>129,178</td>
<td>$81,513</td>
<td>$ -</td>
<td>$ -</td>
<td>$210,691</td>
</tr>
<tr>
<td>Operation and maintenance of plant</td>
<td>30,761</td>
<td>$24,111</td>
<td>$ -</td>
<td>$ -</td>
<td>$123,783</td>
</tr>
<tr>
<td>Scholarships and fellowships</td>
<td>2,337</td>
<td>$2,093</td>
<td>$121,854</td>
<td>$ -</td>
<td>$126,284</td>
</tr>
<tr>
<td>Auxiliary enterprises</td>
<td>182,760</td>
<td>$139,839</td>
<td>$ -</td>
<td>$ -</td>
<td>$322,149</td>
</tr>
<tr>
<td>OSU Health System</td>
<td>1,469,851</td>
<td>$1,251,137</td>
<td>$ -</td>
<td>$ -</td>
<td>$2,720,988</td>
</tr>
<tr>
<td>Depreciation</td>
<td>$2,337</td>
<td>$2,093</td>
<td>$121,854</td>
<td>$394,461</td>
<td>$394,461</td>
</tr>
<tr>
<td>Total operating expenses</td>
<td>$2,897,922</td>
<td>$2,021,526</td>
<td>$121,854</td>
<td>$394,461</td>
<td>$5,435,763</td>
</tr>
</tbody>
</table>

November 21, 2019, Board of Trustees meeting
NOTE 15 — RETIREMENT PLANS

University employees are covered by one of three retirement systems. The university faculty is covered by the State Teachers Retirement System of Ohio (STRS Ohio). Substantially all other employees are covered by the Public Employees Retirement System of Ohio (OPERS). Employees may opt out of STRS Ohio and OPERS and participate in the Alternative Retirement Plan (ARP) if they meet certain eligibility requirements.

STRS Ohio and OPERS offer statewide cost-sharing multiple-employer defined benefit pension plans. STRS Ohio and OPERS provide retirement and disability benefits, annual cost-of-living adjustments, and death benefits to plan members and beneficiaries. In addition, the retirement systems provide other post-employment benefits (OPEB), consisting primarily of healthcare. Benefits are established by state statute and are calculated using formulas that include years of service and final average salary as factors.

In accordance with GASB Statements Nos. 68 and 75, employers participating in cost-sharing multiple-employer plans are required to recognize a proportionate share of the collective net pension and OPEB liabilities of the plans. Although changes in the net pension and OPEB liabilities generally are recognized as expense in the current period, certain items are deferred and recognized as expense in future periods. Deferrals for differences between projected and actual investment returns are amortized to pension expense over five years. Deferrals for employer contributions subsequent to the measurement date are amortized in the following period (one year). Other deferrals are amortized over the estimated remaining service lives of both active and inactive employees (amortization periods range from 3 to 10 years).

The collective net pension liabilities of the retirement systems and the university’s proportionate share of these liabilities as of June 30, 2019 are as follows:

<table>
<thead>
<tr>
<th></th>
<th>STRS-Ohio</th>
<th>OPERS</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net pension liability - all employers</td>
<td>$21,987,755</td>
<td>$27,273,872</td>
<td></td>
</tr>
<tr>
<td>Proportion of the net pension liability - university</td>
<td>4.6%</td>
<td>9.9%</td>
<td></td>
</tr>
<tr>
<td>Proportionate share of net pension liability</td>
<td>$1,019,690</td>
<td>$2,695,368</td>
<td>$3,715,058</td>
</tr>
</tbody>
</table>

The collective net pension liabilities of the retirement systems and the university’s proportionate share of these liabilities as of June 30, 2018 are as follows:

<table>
<thead>
<tr>
<th></th>
<th>STRS-Ohio</th>
<th>OPERS</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net pension liability - all employers</td>
<td>$23,755,214</td>
<td>$15,548,439</td>
<td></td>
</tr>
<tr>
<td>Proportion of the net pension liability - university</td>
<td>4.6%</td>
<td>9.4%</td>
<td></td>
</tr>
<tr>
<td>Proportionate share of net pension liability</td>
<td>$1,081,053</td>
<td>$1,466,955</td>
<td>$2,548,009</td>
</tr>
</tbody>
</table>
The collective net OPEB liabilities of the retirement systems and the university’s proportionate share of these liabilities as of June 30, 2019 are as follows:

<table>
<thead>
<tr>
<th></th>
<th>STRS-Ohio</th>
<th>OPERS</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net OPEB (asset) liability - all employers</td>
<td>$(1,606,898)</td>
<td>$13,037,639</td>
<td></td>
</tr>
<tr>
<td>Proportion of the net OPEB (asset) liability - university</td>
<td>4.6%</td>
<td>10.1%</td>
<td></td>
</tr>
<tr>
<td>Proportionate share of net OPEB (asset) liability</td>
<td>$(74,520)</td>
<td>$1,321,019</td>
<td>$1,246,499</td>
</tr>
</tbody>
</table>

The collective net OPEB liabilities of the retirement systems and the university’s proportionate share of these liabilities as of June 30, 2018 are as follows:

<table>
<thead>
<tr>
<th></th>
<th>STRS-Ohio</th>
<th>OPERS</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net OPEB liability - all employers</td>
<td>$3,901,631</td>
<td>$10,859,263</td>
<td></td>
</tr>
<tr>
<td>Proportion of the net OPEB liability - university</td>
<td>4.6%</td>
<td>9.7%</td>
<td></td>
</tr>
<tr>
<td>Proportionate share of net OPEB liability</td>
<td>$177,556</td>
<td>$1,055,239</td>
<td>$1,232,795</td>
</tr>
</tbody>
</table>

Deferred outflows of resources and deferred inflows of resources for pensions were related to the following sources as of June 30, 2019:

<table>
<thead>
<tr>
<th></th>
<th>STRS-Ohio</th>
<th>OPERS</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deferred Outflows of Resources:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Differences between expected and actual experience</td>
<td>$23,538</td>
<td>$1,288</td>
<td>$24,826</td>
</tr>
<tr>
<td>Changes in assumptions</td>
<td>180,708</td>
<td>238,382</td>
<td>419,090</td>
</tr>
<tr>
<td>Net difference between projected and actual earnings on pension plan investments</td>
<td>-</td>
<td>380,743</td>
<td>380,743</td>
</tr>
<tr>
<td>Changes in proportion of university contributions</td>
<td>1,246</td>
<td>6,478</td>
<td>7,724</td>
</tr>
<tr>
<td>University contributions subsequent to the measurement date</td>
<td>77,702</td>
<td>107,284</td>
<td>184,986</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$283,194</strong></td>
<td><strong>$734,175</strong></td>
<td><strong>$1,017,369</strong></td>
</tr>
</tbody>
</table>

Deferred Inflows of Resources:

<table>
<thead>
<tr>
<th></th>
<th>STRS-Ohio</th>
<th>OPERS</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Differences between expected and actual experience</td>
<td>$6,659</td>
<td>$41,458</td>
<td>$48,117</td>
</tr>
<tr>
<td>Net difference between projected and actual earnings on pension plan investments</td>
<td>61,833</td>
<td>-</td>
<td>61,833</td>
</tr>
<tr>
<td>Changes in proportion of university contributions</td>
<td>-</td>
<td>43</td>
<td>43</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$68,492</strong></td>
<td><strong>$41,501</strong></td>
<td><strong>$109,993</strong></td>
</tr>
</tbody>
</table>
Deferred outflows of resources and deferred inflows of resources for pensions were related to the following sources as of June 30, 2018:

<table>
<thead>
<tr>
<th>STRS-Ohio OPERS Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Differences between expected and actual experience</td>
</tr>
<tr>
<td>Changes in assumptions</td>
</tr>
<tr>
<td>Changes in proportion of university contributions</td>
</tr>
<tr>
<td>University contributions subsequent to the measurement date</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
</tbody>
</table>

Deferred Inflows of Resources:

<table>
<thead>
<tr>
<th>STRS-Ohio OPERS Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Differences between expected and actual experience</td>
</tr>
<tr>
<td>Net difference between projected and actual earnings on pension plan investments</td>
</tr>
<tr>
<td>Changes in proportion of university contributions</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
</tbody>
</table>

Deferred outflows of resources and deferred inflows of resources for OPEB were related to the following sources as of June 30, 2019:

<table>
<thead>
<tr>
<th>STRS-Ohio OPERS Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Differences between expected and actual experience</td>
</tr>
<tr>
<td>Changes in assumptions</td>
</tr>
<tr>
<td>Net difference between projected and actual earnings on OPEB plan investments</td>
</tr>
<tr>
<td>Changes in proportion of university contributions</td>
</tr>
<tr>
<td>University contributions subsequent to the measurement date</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
</tbody>
</table>

Deferred Inflows of Resources:

<table>
<thead>
<tr>
<th>STRS-Ohio OPERS Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Differences between expected and actual experience</td>
</tr>
<tr>
<td>Changes in assumptions</td>
</tr>
<tr>
<td>Net difference between projected and actual earnings on pension plan investments</td>
</tr>
<tr>
<td>Changes in proportion of university contributions</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
</tbody>
</table>
Deferred outflows of resources and deferred inflows of resources for OPEB were related to the following sources as of June 30, 2018:

**Deferred Outflows of Resources:**

- Differences between expected and actual experience: $11,072
- Changes in assumptions: 7,683
- Total: $87,904

<table>
<thead>
<tr>
<th></th>
<th>STRS-Ohio</th>
<th>OPERS</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deferred Outflows of Resources:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Differences between expected and actual experience</td>
<td>$10,250</td>
<td>$822</td>
<td>$11,072</td>
</tr>
<tr>
<td>Changes in assumptions</td>
<td>-</td>
<td>76,832</td>
<td>76,832</td>
</tr>
<tr>
<td>Total</td>
<td>$10,250</td>
<td>$77,654</td>
<td>$87,904</td>
</tr>
</tbody>
</table>

**Deferred Inflows of Resources:**

- Changes in assumptions: 14,303
- Net difference between projected and actual earnings: 86,197
- Total: $100,500

<table>
<thead>
<tr>
<th></th>
<th>STRS-Ohio</th>
<th>OPERS</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deferred Inflows of Resources:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Changes in assumptions</td>
<td>14,303</td>
<td>-</td>
<td>14,303</td>
</tr>
<tr>
<td>Net difference between projected and actual earnings</td>
<td>7,589</td>
<td>78,608</td>
<td>86,197</td>
</tr>
<tr>
<td>Total</td>
<td>$21,892</td>
<td>$78,608</td>
<td>$100,500</td>
</tr>
</tbody>
</table>

Net deferred outflows of resources and deferred inflows of resources related to pensions will be recognized in pension expense during the years ending June 30 as follows:

<table>
<thead>
<tr>
<th></th>
<th>STRS-Ohio</th>
<th>OPERS</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>162,189</td>
<td>352,878</td>
<td>515,067</td>
</tr>
<tr>
<td>2021</td>
<td>57,227</td>
<td>127,618</td>
<td>184,845</td>
</tr>
<tr>
<td>2022</td>
<td>7,345</td>
<td>40,118</td>
<td>47,463</td>
</tr>
<tr>
<td>2023</td>
<td>(12,059)</td>
<td>172,315</td>
<td>160,256</td>
</tr>
<tr>
<td>2024</td>
<td>-</td>
<td>(259)</td>
<td>(259)</td>
</tr>
<tr>
<td>2025 and Thereafter</td>
<td>-</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>214,702</strong></td>
<td><strong>692,674</strong></td>
<td><strong>907,376</strong></td>
</tr>
</tbody>
</table>

The amounts above include university contributions subsequent to the measurement date.

Net deferred outflows of resources and deferred inflows of resources related to OPEB will be recognized in OPEB expense during the years ending June 30 as follows:

<table>
<thead>
<tr>
<th></th>
<th>STRS-Ohio</th>
<th>OPERS</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>(18,888)</td>
<td>48,049</td>
<td>29,161</td>
</tr>
<tr>
<td>2021</td>
<td>(18,888)</td>
<td>14,323</td>
<td>(4,565)</td>
</tr>
<tr>
<td>2022</td>
<td>(18,888)</td>
<td>10,859</td>
<td>(8,029)</td>
</tr>
<tr>
<td>2023</td>
<td>(16,991)</td>
<td>30,507</td>
<td>13,516</td>
</tr>
<tr>
<td>2024</td>
<td>(16,285)</td>
<td>-</td>
<td>(16,285)</td>
</tr>
<tr>
<td>2025 and Thereafter</td>
<td>(15,610)</td>
<td>-</td>
<td>(15,610)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>(105,550)</strong></td>
<td><strong>103,738</strong></td>
<td><strong>(1,812)</strong></td>
</tr>
</tbody>
</table>
The following table provides additional details on the benefit formulas, contribution requirements and significant assumptions used in the measurement of total pension and OPEB liabilities for the retirement systems (information below applies to both pensions and OPEB unless otherwise indicated).

<table>
<thead>
<tr>
<th>Statutory Authority</th>
<th>STRS-Ohio</th>
<th>OPERS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Benefit Formula</strong></td>
<td><strong>Pensions</strong> -- The annual retirement allowance based on final average salary multiplied by a percentage that varies based on years of service. Effective August 1, 2015, the calculation is 2.2% of final average salary for the five highest years of earnings multiplied by all years of service. Members are eligible to retire at age 60 with five years of qualifying service credit, or at age 55 with 26 years of service, or 31 years of service regardless of age. Eligibility changes will be phased in until August 1, 2026, when retirement eligibility for unreduced benefits will be five years of service credit and age 65, or 35 years of service credit and at least age 60.</td>
<td><strong>Pensions</strong> -- Benefits are calculated on the basis of age, final average salary (FAS), and service credit. State and Local members in transition Groups A and B are eligible for retirement benefits at age 60 with five years of service credit or at age 55 with 25 or more years of service credit. Group C for State and Local is eligible for retirement at age 57 with 25 years of service or at age 62 with five years of service. For Groups A and B, the annual benefit is based on 2.2% of final average salary multiplied by the actual years of service for the first 30 years of service credit and 2.5% for years of service in excess of 30 years. For Group C, the annual benefit applies a factor of 2.2% for the first 35 years and a factor of 2.5% for the years of service in excess of 35. FAS represents the average of the three highest years of earnings over a member's career for Groups A and B. Group C is based on the average of the five highest years of earnings over a member's career. The base amount of a member's pension benefit is locked in upon receipt of the initial benefit payment for calculation of annual cost-of-living adjustment.</td>
</tr>
<tr>
<td><strong>OPEB</strong> -- STRS Ohio provides access to health care coverage for eligible retirees who participated in the Defined Benefit or Combined Plans and their eligible dependents. Coverage under the current program includes hospitalization, physicians’ fees and prescription drugs and reimbursement of a portion of the monthly Medicare Part B premiums. Medicare Part B premium reimbursements will be discontinued effective January 1, 2020. Pursuant to the Ohio Revised Code, the Retirement Board has discretionary authority over how much, if any, of the associated health care costs will be absorbed by the plan. All benefit recipients pay a portion of the health care costs in the form of a monthly premium. Benefit recipients contributed $329.3 million or 64% of the total health care costs in fiscal 2018 (excluding deductibles, coinsurance and copayments).</td>
<td><strong>OPEB</strong> – The Ohio Revised Code permits, but does not require, OPERS to offer post-employment health care coverage. The ORC allows a portion of the employers’ contributions to be used to fund health care coverage. The health care portion of the employer contribution rate for the Traditional Pension Plan and Combined Plan is comparable, as the same coverage options are provided to participants in both plans.</td>
<td></td>
</tr>
</tbody>
</table>
Medicare Part D is a federal program to help cover the costs of prescription drugs for Medicare beneficiaries. This program allows STRS Ohio to recover part of the cost for providing prescription coverage since all eligible STRS Ohio health care plans include creditable prescription drug coverage. For the year ended June 30, 2018, STRS Ohio received $107.2 million in Medicare Part D reimbursements.

Beginning January 1, 2015, the service eligibility criteria for health care coverage increased from 10 years to 20 years with a minimum age of 60, or 30 years of qualifying service at any age. Beginning with January 2016 premiums, Medicare-eligible retirees could select supplemental coverage through the Connector, and may be eligible for monthly allowances deposited to an HRA to be used for reimbursement of eligible health care expenses. Coverage for non-Medicare retirees includes hospitalization, medical expenses and prescription drugs. The System determines the amount, if any, of the associated health care costs that will be absorbed by the System and attempts to control costs by using managed care, case management, and other programs. Additional details on health care coverage can be found in the Plan Statement in the OPERS 2018 CAFR.

OPERS no longer participates in the Medicare Part D program as of December 31, 2016. In 2018, OPERS received the final distribution of funds from the Medicare Part D program for calendar year 2016 of $378,007.

<table>
<thead>
<tr>
<th>STRS-Ohio</th>
<th>OPERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medicare Part D is a federal program to help cover the costs of prescription drugs for Medicare beneficiaries. This program allows STRS Ohio to recover part of the cost for providing prescription coverage since all eligible STRS Ohio health care plans include creditable prescription drug coverage. For the year ended June 30, 2018, STRS Ohio received $107.2 million in Medicare Part D reimbursements.</td>
<td>Beginning January 1, 2015, the service eligibility criteria for health care coverage increased from 10 years to 20 years with a minimum age of 60, or 30 years of qualifying service at any age. Beginning with January 2016 premiums, Medicare-eligible retirees could select supplemental coverage through the Connector, and may be eligible for monthly allowances deposited to an HRA to be used for reimbursement of eligible health care expenses. Coverage for non-Medicare retirees includes hospitalization, medical expenses and prescription drugs. The System determines the amount, if any, of the associated health care costs that will be absorbed by the System and attempts to control costs by using managed care, case management, and other programs. Additional details on health care coverage can be found in the Plan Statement in the OPERS 2018 CAFR.</td>
</tr>
<tr>
<td>Cost-of-Living Adjustments (COLAs)</td>
<td>Effective July 1, 2017, the COLA was reduced to 0%.</td>
</tr>
<tr>
<td></td>
<td>Once a benefit recipient retiring under the Traditional Pension Plan has received benefits for 12 months, current law provides for an annual COLA. The COLA is calculated on the member’s base pension benefit at the date of retirement and is not compounded. Members retiring under the Combined Plan receive a COLA on the defined benefit portion of their pension benefit. For those who retired prior to January 7, 2013, current law provides for a 3% COLA. For those retiring subsequent to January 7, 2013, beginning in calendar year 2019, current law provides that the adjustment will be based on the average percentage increase in the Consumer Price Index, capped at 3%.</td>
</tr>
</tbody>
</table>
Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

<table>
<thead>
<tr>
<th>Contribution Rates</th>
<th>STRS-Ohio</th>
<th>OPERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employer and member contribution rates are established by the State Teachers Retirement Board and limited by Chapter 3307 of the Ohio Revised Code. The statutory employer rate is 14% and the statutory member rate is 14% of covered payroll. Under Ohio law, funds to pay health care costs may be deducted from employer contributions. For the year ended June 30, 2018, no employer allocation was made to the health care fund.</td>
<td></td>
<td>Employee and member contribution rates are established by the OPERS Board and limited by Chapter 145 of the Ohio Revised Code. For 2018, employer rates for the State and Local Divisions were 14% of covered payroll (and 18.1% for the Law Enforcement and Public Safety Divisions). Member rates for the State and Local Divisions were 10% of covered payroll (13% for Law Enforcement and 12% for Public Safety).</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Measurement Date</th>
<th>June 30, 2018</th>
<th>December 31, 2018 (OPEB is rolled forward from December 31, 2017 actuarial valuation date)</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Actuarial Assumptions</th>
<th>Valuation Date: July 1, 2018 for pensions; June 30, 2018 for OPEB</th>
<th>Valuation Date: December 31, 2018 for pensions; December 31, 2017 for OPEB</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actuarial Cost Method:</td>
<td>Individual entry age</td>
<td>Individual entry age</td>
</tr>
<tr>
<td>Investment Rate of Return:</td>
<td>7.45%</td>
<td>7.2% for pensions; 6.0% for OPEB</td>
</tr>
<tr>
<td>Inflation:</td>
<td>2.50%</td>
<td>3.25%</td>
</tr>
<tr>
<td>Projected Salary Increases:</td>
<td>12.50% at age 20 to 2.50% at age 65</td>
<td>3.25% - 10.75%</td>
</tr>
<tr>
<td>Cost-of-Living Adjustments:</td>
<td>0% effective July 1, 2017</td>
<td>3.00% - Simple – for those retiring after January 7, 2013, 3.00% Simple through 2018, then 2.15% Simple.</td>
</tr>
<tr>
<td>Payroll Increases:</td>
<td>3.00%</td>
<td>3.00% Simple through 2018, then 2.15% Simple.</td>
</tr>
<tr>
<td>Health Care Cost Trends:</td>
<td>-5.2% to 9.6% initial; 4% ultimate</td>
<td>10.0% initial; 3.25% ultimate</td>
</tr>
</tbody>
</table>

| Mortality Rates | Post-retirement mortality rates for healthy retirees are based on the RP-2014 Annuitant Mortality Table with 50% of rates through age 69, 70% of rates between ages 70 and 79, 90% of rates between ages 80 and 84, and 100% of rates thereafter, projected forward generationally using mortality improvement scale MP-2016. Pre-retirement mortality rates are based on the RP-2014 Employee Mortality Table, projected forward generationally using mortality improvement scale MP-2016. Post-retirement disabled mortality rates are based on the RP2014 Disabled Mortality Table with 90% of rates for males and 100% of rates for females, projected forward generationally using mortality improvement scale MP-2016. | Pre-retirement mortality rates are based on the RP-2014 Employees mortality table for males and females, adjusted for mortality improvement back to the observation period base year of 2006. The base year for males and females was then established to be 2015 and 2010, respectively. Post-retirement mortality rates are based on the RP-2014 Healthy Annuitant mortality table for males and females, adjusted for mortality improvement back to the observation period base year of 2006. The base year for males and females was then established to be 2015 and 2010, respectively. |

74

609
Post-retirement mortality rates for disabled retirees are based on the RP-2014 Disabled mortality table for males and females, adjusted for mortality improvement back to the observation period base year of 2006. The base year for males and females was then established to be 2015 and 2010, respectively. Mortality rates for a particular calendar year are determined by applying the MP-2015 mortality improvement scale to all of the above described tables.

Date of Last Experience Study

<table>
<thead>
<tr>
<th>STRS-Ohio</th>
<th>OPERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>June 30, 2016</td>
<td>December 31, 2015</td>
</tr>
</tbody>
</table>

Investment Return Assumptions

The 10 year expected real rate of return on defined benefit pension and health care plan investments was determined by STRS Ohio’s investment consultant by developing best estimates of expected future real rates of return for each major asset class. The target allocation and long-term expected real rate of return for each major asset class are summarized as follows:

<table>
<thead>
<tr>
<th>Asset Class</th>
<th>Target Allocation</th>
<th>Long Term Expected Return*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domestic Equity</td>
<td>28.0%</td>
<td>7.35%</td>
</tr>
<tr>
<td>International Equity</td>
<td>23.0%</td>
<td>7.55%</td>
</tr>
<tr>
<td>Alternatives</td>
<td>17.0%</td>
<td>7.09%</td>
</tr>
<tr>
<td>Fixed Income</td>
<td>21.0%</td>
<td>3.00%</td>
</tr>
<tr>
<td>Real Estate</td>
<td>10.0%</td>
<td>6.00%</td>
</tr>
<tr>
<td>Liquidity Reserves</td>
<td>1.0%</td>
<td>2.25%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100.0%</strong></td>
<td><strong>100.0%</strong></td>
</tr>
</tbody>
</table>

The following table displays the Board-approved asset allocation policy for defined benefit pension assets for 2018 and the long-term expected real rates of return:

<table>
<thead>
<tr>
<th>Asset Class</th>
<th>Target Allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed Income</td>
<td>23.0%</td>
</tr>
<tr>
<td>Domestic Equity</td>
<td>19.0%</td>
</tr>
<tr>
<td>Real Estate</td>
<td>10.0%</td>
</tr>
<tr>
<td>Private Equity</td>
<td>10.0%</td>
</tr>
<tr>
<td>International Equity</td>
<td>10.0%</td>
</tr>
<tr>
<td>Other Investments</td>
<td>18.0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100.0%</strong></td>
</tr>
</tbody>
</table>

* Returns presented as arithmetic means.
The following table displays the Board-approved asset allocation policy for health care assets for 2018 and the long-term expected real rates of return:

<table>
<thead>
<tr>
<th>Asset Class</th>
<th>Target Allocation</th>
<th>Long Term Expected Return*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed Income</td>
<td>34.0%</td>
<td>2.42%</td>
</tr>
<tr>
<td>Domestic Equities</td>
<td>21.0%</td>
<td>6.21%</td>
</tr>
<tr>
<td>REITs</td>
<td>6.0%</td>
<td>5.98%</td>
</tr>
<tr>
<td>International Equities</td>
<td>22.0%</td>
<td>7.83%</td>
</tr>
<tr>
<td>Other Investments</td>
<td>17.0%</td>
<td>5.57%</td>
</tr>
<tr>
<td>Total</td>
<td>100.0%</td>
<td></td>
</tr>
</tbody>
</table>

* Returns presented as arithmetic means.

**Discount Rate**

**Pensions** -- The discount rate used to measure the total pension liability was 7.45% as of June 30, 2018. The projection of cash flows used to determine the discount rate assumes that member and employer contributions will be made at the statutory contribution rates in accordance with the rate increases described above. For this purpose, only employer contributions that are intended to fund benefits of current plan members and their beneficiaries are included. Based on those assumptions, STRS Ohio's fiduciary net position was projected to be available to make all projected future benefit payments to current plan members as of June 30, 2018. Therefore, the long-term expected rate of return on pension plan investments of 7.45% was applied to all periods of projected benefit payments to determine the total pension liability as of June 30, 2018.

**OPEB** -- A single discount rate of 3.96% was used to measure the total OPEB liability on the measurement date of December 31, 2018. Projected benefit payments are required to be discounted to their actuarial present value using a single discount rate that reflects (1) a long-term expected rate of return on OPEB plan investments (to the extent that the health care fiduciary net position is projected to be sufficient to pay benefits), and (2) tax-exempt municipal bond rate based on an index of 20-year general obligation bonds with an average AA credit rating as of the measurement date (to the extent that the contributions for use with the long-term expected rate are not met).
### Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

<table>
<thead>
<tr>
<th></th>
<th>STRS-Ohio</th>
<th>OPERS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Therefore, the long-term expected rate of return on health care plan investments of 7.45% was used to measure the total OPEB liability as of June 30, 2018.</td>
<td>This single discount rate was based on an expected rate of return on the health care investment portfolio of 6.00% and a municipal bond rate of 3.71%. The projection of cash flows used to determine this single discount rate assumed that employer contributions will be made at rates equal to the actuarially determined contribution rate. Based on these assumptions, the health care fiduciary net position and future contributions were sufficient to finance health care costs through 2031. As a result, the long-term expected rate of return on health care investments was applied to projected costs through the year 2031, and the municipal bond rate was applied to all health care costs after that date.</td>
</tr>
</tbody>
</table>

#### Changes in Assumptions Since the Prior Measurement Date

<table>
<thead>
<tr>
<th></th>
<th>Pensions – There were no changes in assumptions since the prior measurement date of June 30, 2017.</th>
<th>There has been no change in assumptions compared to prior year.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>OPEB</strong> – The discount rate was increased from the blended rate of 4.13% to the long term expected rate of return of 7.45% based on the methodology defined under GASB Statement No. 74, <em>Financial Reporting for Postemployment Benefit Plans Other Than Pension Plans (OPEB)</em>. Valuation year per capita health care costs were updated.</td>
<td></td>
</tr>
</tbody>
</table>

#### Benefit Term Changes Since the Prior Measurement Date

<table>
<thead>
<tr>
<th></th>
<th>Pensions – There were no changes in benefit terms since the prior measurement date of June 30, 2017.</th>
<th>Pensions -- For those retiring subsequent to January 7, 2013, beginning in calendar year 2019, current law provides that the COLA adjustment will be based on the average percentage increase in the Consumer Price Index, capped at 3%.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>OPEB</strong> – The subsidy multiplier for non-Medicare benefit recipients was increased from 1.9% to 1.944% per year of service effective January 1, 2019. The non-Medicare frozen subsidy base premium was increased effective January 1, 2019 and all remaining Medicare Part B premium reimbursements will be discontinued beginning January 1, 2020.</td>
<td></td>
</tr>
</tbody>
</table>
Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

<table>
<thead>
<tr>
<th>Sensitivity of Net Pension Liability to Changes in Discount Rate</th>
<th>1% Decrease</th>
<th>Current Rate</th>
<th>1% Increase</th>
<th>1% Decrease</th>
<th>Current Rate</th>
<th>1% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(6.45%)</td>
<td>(7.45%)</td>
<td>(8.45%)</td>
<td>(6.2%)</td>
<td>(7.2%)</td>
<td>(8.3%)</td>
</tr>
<tr>
<td>$ 1,489,123</td>
<td>$ 1,019,690</td>
<td>$ 622,379</td>
<td></td>
<td>$ 3,994,727</td>
<td>$ 2,695,368</td>
<td>$ 1,616,292</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sensitivity of Net OPEB Liability to Changes in Discount Rate</th>
<th>1% Decrease</th>
<th>Current Rate</th>
<th>1% Increase</th>
<th>1% Decrease</th>
<th>Current Rate</th>
<th>1% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(6.45%)</td>
<td>(7.45%)</td>
<td>(8.45%)</td>
<td>(2.96%)</td>
<td>(3.96%)</td>
<td>(4.96%)</td>
</tr>
<tr>
<td>$ (63,871)</td>
<td>$ (74,520)</td>
<td>$ (83,471)</td>
<td></td>
<td>$ 1,690,029</td>
<td>$ 1,321,019</td>
<td>$ 1,027,493</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sensitivity of Net OPEB Liability to Changes in Medical Trend Rate</th>
<th>1% Decrease in Trend Rate</th>
<th>Current Trend Rate</th>
<th>1% Increase in Trend Rate</th>
<th>1% Decrease in Trend Rate</th>
<th>Current Trend Rate</th>
<th>1% Increase in Trend Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(82,966)</td>
<td>(74,520)</td>
<td>(65,944)</td>
<td>(1,269,751)</td>
<td>(1,321,019)</td>
<td>(1,379,988)</td>
</tr>
</tbody>
</table>

Defined Contribution Plans

ARP is a defined contribution pension plan. Full-time administrative and professional staff and faculty may choose enrollment in ARP in lieu of OPERS or STRS Ohio. Classified civil service employees hired on or after August 1, 2005 are also eligible to participate in ARP. ARP does not provide disability benefits, annual cost-of-living adjustments, post-retirement health care benefits or death benefits to plan members and beneficiaries. Benefits are entirely dependent on the sum of contributions and investment returns earned by each participant’s choice of investment options.

OPERS also offers a defined contribution plan, the Member-Directed Plan (MD). The MD plan does not provide disability benefits, annual cost-of-living adjustments, post-retirement health care benefits or death benefits to plan members and beneficiaries. Benefits are entirely dependent on the sum of contributions and investment returns earned by each participant’s choice of investment options.

STRS Ohio also offers a defined contribution plan in addition to its long established defined benefit plan. All employee contributions and employer contributions at a rate of 9.53% are placed in an investment account directed by the employee. Disability benefits are limited to the employee’s account balance. Employees electing the defined contribution plan receive no post-retirement health care benefits.

Combined Plans

STRS Ohio offers a combined plan with features of both a defined contribution plan and a defined benefit plan. In the combined plan, employee contributions are invested in self-directed investments, and the employer contribution is used to fund a reduced defined benefit. Employees electing the combined plan receive post-retirement health care benefits.
Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

OPERS also offers a combined plan. This is a cost-sharing multiple-employer defined benefit plan that has elements of both a defined benefit and defined contribution plan. In the combined plan, employee contributions are invested in self-directed investments, and the employer contribution is used to fund a reduced defined benefit. Employees electing the combined plan receive post-retirement health care benefits. OPERS provides retirement, disability, survivor and post-retirement health benefits to qualifying members of the combined plan.

Summary of Employer Pension and OPEB Expense

Total pension and OPEB expense for the year ended June 30, 2019, including employer contributions and accruals associated with recognition of net pension liabilities, net OPEB liabilities and related deferrals, is presented below.

<table>
<thead>
<tr>
<th></th>
<th>STRS-Ohio</th>
<th>OPERS</th>
<th>ARP</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employer Contributions</td>
<td>$77,781</td>
<td>$220,062</td>
<td>$60,390</td>
<td>$358,233</td>
</tr>
<tr>
<td>GASB 68 Pension Accruals</td>
<td>32,939</td>
<td>446,571</td>
<td></td>
<td>479,510</td>
</tr>
<tr>
<td>GASB 75 OPEB Accruals</td>
<td>(158,168)</td>
<td>164,088</td>
<td></td>
<td>2,920</td>
</tr>
<tr>
<td>Total Pension and OPEB Expense</td>
<td>$(47,448)</td>
<td>$827,721</td>
<td>$60,390</td>
<td>$840,663</td>
</tr>
</tbody>
</table>

Total pension and OPEB expense for the year ended June 30, 2018, including employer contributions and accruals associated with recognition of net pension liabilities, net OPEB liabilities and related deferrals, is presented below.

<table>
<thead>
<tr>
<th></th>
<th>STRS-Ohio</th>
<th>OPERS</th>
<th>ARP</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employer Contributions</td>
<td>$74,356</td>
<td>$201,072</td>
<td>$60,366</td>
<td>$335,794</td>
</tr>
<tr>
<td>GASB 68 Pension Accruals</td>
<td>(481,055)</td>
<td>219,081</td>
<td></td>
<td>(261,974)</td>
</tr>
<tr>
<td>GASB 75 OPEB Accruals</td>
<td>(54,180)</td>
<td>74,701</td>
<td></td>
<td>20,521</td>
</tr>
<tr>
<td>Total Pension and OPEB Expense</td>
<td>$(460,879)</td>
<td>$494,854</td>
<td>$60,366</td>
<td>$94,341</td>
</tr>
</tbody>
</table>

Pension and OPEB expenses are allocated to institutional functions on the Statement of Revenues, Expenses and Changes in Net Position.

Both STRS Ohio and OPERS issue separate, publicly available financial reports that include financial statements and required supplemental information. These reports may be obtained by contacting the two organizations.

STRS Ohio
275 East Broad Street
Columbus, OH 43215-3371
(614) 227-4090
(888) 227-7877
www.strsoh.org

OPERS
277 East Town Street
Columbus, OH 43215-4642
(614) 222-5601
(800) 222-7377
www.opers.org/investments/cafr.shtml
OSU Physicians Retirement Plan

Retirement benefits are provided for the employees of OSUP through a tax-sheltered 403(b) and 401(a) program administered by an insurance company. OSUP is required to make nondiscretionary contributions of no less than 7.5% under the Interim Retirement Plan; however, some subsidiaries make an additional discretionary contribution of up to 17.5%, for a range of total employer contributions of 7.5% to 25%. Employees are allowed, but not required, to make contributions to the 403(b) plan. OSUP’s share of the cost of these benefits was $5,780 and $5,191 for the years ended June 30, 2019 and 2018, respectively.

Employee contributions were $2,129 and $1,893 for the years ended June 30, 2019 and 2018.

NOTE 16 — CAPITAL PROJECT COMMITMENTS

At June 30, 2019, the university is committed to future contractual obligations for capital expenditures of approximately $326,824 for the primary institution and $17,500 for discretely presented component units.

These projects are funded by the following sources:

<table>
<thead>
<tr>
<th></th>
<th>Primary Institution</th>
<th>Discretely Presented Component Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>State appropriations</td>
<td>$102,081</td>
<td>$</td>
</tr>
<tr>
<td>Internal and other sources</td>
<td>224,743</td>
<td>17,500</td>
</tr>
<tr>
<td>Total</td>
<td>$326,824</td>
<td>$17,500</td>
</tr>
</tbody>
</table>

NOTE 17 — CONTINGENCIES AND RISK MANAGEMENT

The university is a party in a number of legal actions. While the final outcome cannot be determined at this time, management is of the opinion that the liability, if any, for these legal actions will not have a material adverse effect on the university’s financial position.

The university is self-insured for the Health System’s professional malpractice liability, employee health benefits, workers’ compensation and employee life, accidental death and dismemberment benefits. Additional details regarding these self-insurance arrangements are provided in Note 8. The university also carries commercial insurance policies for various property, casualty and excess liability risks. Over the past three years, settlement amounts related to these insured risks have not exceeded the university’s coverage amounts.

Under the terms of federal grants, periodic audits are required and certain costs may be questioned as not being appropriate expenditures under the terms of the grants. Such audits could lead to reimbursements to the grantor agencies. While questioned costs may occur, ultimate repayments required of the university have been infrequent in prior years.
In April 2018, after receiving a complaint from a former OSU wrestler, the university initiated an independent investigation into allegations of sexual misconduct by former OSU physician Dr. Richard Strauss. Strauss was employed from 1978-1998 and died in 2005. In May 2019, the university released a report from the independent investigators that detailed acts of sexual abuse against at least 177 former students by Dr. Richard Strauss during his employment with the university. Civil actions relating to this investigation allege Title IX violations by the university. It is possible that additional lawsuits could be filed. The case is in mediation. The outcome of the pending and potential litigation is unknown at June 30, 2019, and, therefore, no accruals for future costs have been recorded in the 2019 financial statements.

NOTE 18 — PARKING LEASE AND CONCESSION AGREEMENT

On September 21, 2012, the university entered into a 50-year lease and concession agreement with QIC Global Infrastructure (QIC GI). CampusParc LP, a QIC GI affiliate, owns and operates the university's parking concession on QIC GI's behalf. Under the agreement, CampusParc operates, maintains and retains parking revenues from the university's parking lots and garages. This agreement also regulates the parking rates that may be charged and future increases in these rates. The university received lump-sum payments totaling $483,000 from QIC GI and used the proceeds to establish endowment funds, with income distributions internally designated to support student scholarships, faculty initiatives and research, transportation and sustainability and the university arts district.

The lump-sum payment under this service concession arrangement is reported as a deferred inflow of resources and is being amortized to operating revenue over the life of the agreement. Deferred inflows related to the parking agreement were $416,545 and $426,176 at June 30, 2019 and 2018, respectively. The university reports the parking lots and garages as capital assets with a carrying amount of $124,508 at June 30, 2019 and 2018.

NOTE 19 — UTILITY SYSTEM LEASE AND CONCESSION AGREEMENT

On April 10, 2017, the university entered into a 50-year agreement to lease the university's utility system to Ohio State Energy Partners (OSEP) and grant it the exclusive right to operate the utility system and provide utility services to the Columbus campus. On July 6, 2017, the university received an upfront payment of $1,089,914. The upfront payment is reported as an Advance from Concessionaire and is being amortized as a reduction to operating expense (Operation and Maintenance of Plant) on a straight-line basis over the term of the agreement.

Under the agreement, OSEP operates, maintains and makes capital investments in the utility system and charges the university a Utility Fee, which includes fixed, variable and operating and maintenance (O&M) components. OSEP capital investments in the utility system are recognized as capital assets and a related long-term payable to the concessionaire. The fixed and O&M components of the Utility Fee are recognized as operating expense. The variable component of the Utility Fee will be recognized as a reduction in the long-term payable to the concessionaire and interest expense.
Notes to Financial Statements – Years Ended June 30, 2019 and 2018  
(dollars in thousands)

The university recognized fixed and O&M utility fees totaling $56,140 and $53,309, respectively for the years ended June 30, 2019 and 2018. The carrying amounts of OSEP capital investments and related payable to the concessionaire at June 30, 2019 and 2018 were $41,672 and $10,316, respectively.
Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

NOTE 20 — COMBINING INFORMATION FOR BLENDED COMPONENT UNITS

As indicated in the Basis of Presentation in Note 1, the university consolidates certain component units in a blended presentation. Condensed combining financial information for the years ended June 30, 2019 and 2018 is presented below.

Condensed Combining Information – Year Ended June 30, 2019

<table>
<thead>
<tr>
<th>OSU Foundation</th>
<th>OSU Oval Health Plan</th>
<th>Limited Pelotonia</th>
<th>Eliminations</th>
</tr>
</thead>
</table>

Condensed statements of net position:

<table>
<thead>
<tr>
<th></th>
<th>Current assets</th>
<th>Capital assets, net</th>
<th>Other assets</th>
<th>Total assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current assets</td>
<td>$ 84,921</td>
<td>2,953</td>
<td>1,182,732</td>
<td>$ 1,270,606</td>
</tr>
<tr>
<td>Capital assets, net</td>
<td>5,229</td>
<td>112</td>
<td>681</td>
<td>6,022</td>
</tr>
<tr>
<td>Other assets</td>
<td>51,461</td>
<td>-</td>
<td>-</td>
<td>51,461</td>
</tr>
<tr>
<td>Total assets</td>
<td>$ 1,270,606</td>
<td>$ 6,022</td>
<td>$ 51,461</td>
<td>$ 1,270,606</td>
</tr>
</tbody>
</table>

Current liabilities:

<table>
<thead>
<tr>
<th></th>
<th>Current liabilities</th>
<th>Noncurrent liabilities</th>
<th>Amounts payable to the university</th>
<th>Deferred inflows</th>
<th>Total liabilities and deferred inflows</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current liabilities</td>
<td>$ 3,323</td>
<td>60,554</td>
<td>40,025</td>
<td>13,795</td>
<td>117,697</td>
</tr>
<tr>
<td>Noncurrent liabilities</td>
<td>5,229</td>
<td>494</td>
<td>-</td>
<td>-</td>
<td>2,039</td>
</tr>
<tr>
<td>Amounts payable to the university</td>
<td>19,247</td>
<td>-</td>
<td>102,265</td>
<td>-</td>
<td>19,281</td>
</tr>
<tr>
<td>Deferred inflows</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(102,265)</td>
</tr>
<tr>
<td>Total liabilities and deferred inflows</td>
<td>117,697</td>
<td>2,039</td>
<td>19,281</td>
<td>102,265</td>
<td>(102,265)</td>
</tr>
</tbody>
</table>

Net investment in capital assets:

<table>
<thead>
<tr>
<th></th>
<th>Net investment in capital assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Restricted:</td>
<td></td>
</tr>
<tr>
<td>Nonexpendable</td>
<td>$ 910,296</td>
</tr>
<tr>
<td>Expendable</td>
<td>$ 229,537</td>
</tr>
<tr>
<td>Unrestricted</td>
<td>$ 14,123</td>
</tr>
<tr>
<td>Total net position</td>
<td></td>
</tr>
</tbody>
</table>

Total liabilities, deferred inflows and net position:

<table>
<thead>
<tr>
<th></th>
<th>Total liabilities, deferred inflows and net position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total liabilities</td>
<td>$ 1,270,606</td>
</tr>
<tr>
<td>Deferred inflows</td>
<td>$ 6,022</td>
</tr>
<tr>
<td>Net position</td>
<td>$ 51,461</td>
</tr>
<tr>
<td>Total liabilities, deferred inflows and net position</td>
<td>$ (102,265)</td>
</tr>
</tbody>
</table>
Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

Condensed statements of revenues, expenses and changes in net position:

<table>
<thead>
<tr>
<th></th>
<th>OSU Foundation</th>
<th>OSU Health Plan</th>
<th>Oval Limited</th>
<th>Pelotonia</th>
<th>Eliminations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating revenues:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other sales, services and rental income</td>
<td>$1,583</td>
<td>$12,432</td>
<td>$(344)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total operating revenues</td>
<td>$1,583</td>
<td>$12,432</td>
<td>$(344)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Operating expenses, excluding depreciation</td>
<td>$14,164</td>
<td>$12,483</td>
<td>$(236)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Depreciation expense</td>
<td>$184</td>
<td>$48</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total operating expenses</td>
<td>$14,348</td>
<td>$12,531</td>
<td>$(236)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Net operating income (loss)</td>
<td>$(12,765)</td>
<td>$(99)</td>
<td>$(108)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Non-operating revenues and expenses:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gifts for current use</td>
<td>$262,406</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$(102,265)</td>
</tr>
<tr>
<td>Net investment income (loss)</td>
<td>$10,008</td>
<td>-</td>
<td>$1,537</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other non-operating revenue (expense)</td>
<td>$(1,774)</td>
<td>$(6)</td>
<td>-</td>
<td>-</td>
<td>$(102,265)</td>
</tr>
<tr>
<td>Net non-operating revenue (expense)</td>
<td>$274,188</td>
<td>$(6)</td>
<td>$(1,547)</td>
<td>-</td>
<td>$(102,265)</td>
</tr>
<tr>
<td>Capital contributions and additions to permanent endowments</td>
<td>$71,009</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transfers from (to) the university</td>
<td>$(244,284)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Change in net position</td>
<td>$88,148</td>
<td>$(105)</td>
<td>$1,429</td>
<td>-</td>
<td>$(102,265)</td>
</tr>
<tr>
<td>Beginning net position</td>
<td>$1,064,761</td>
<td>$4,088</td>
<td>$30,751</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Ending net position</td>
<td>$1,152,909</td>
<td>$3,983</td>
<td>$32,180</td>
<td>$(102,265)</td>
<td>-</td>
</tr>
</tbody>
</table>

Condensed statements of cash flows:

<table>
<thead>
<tr>
<th></th>
<th>OSU Foundation</th>
<th>OSU Health Plan</th>
<th>Oval Limited</th>
<th>Pelotonia</th>
<th>Eliminations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net cash provided (used) by:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating activities</td>
<td>$(10,507)</td>
<td>$245</td>
<td>$(1,591)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Noncapital financing activities</td>
<td>$(2,256)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Capital and related financing activities</td>
<td>$25,476</td>
<td>$(52)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Investing activities</td>
<td>$8,062</td>
<td>$(44)</td>
<td>$1,511</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Net increase (decrease) in cash</td>
<td>$20,776</td>
<td>$149</td>
<td>$(80)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Beginning cash and cash equivalents</td>
<td>$22,859</td>
<td>$4,315</td>
<td>$1,290</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Ending cash and cash equivalents</td>
<td>$43,635</td>
<td>$4,464</td>
<td>$1,210</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>
Notes to Financial Statements – Years Ended June 30, 2019 and 2018  
(dollars in thousands)

Condensed Combining Information – Year Ended June 30, 2018

<table>
<thead>
<tr>
<th></th>
<th>OSU Foundation</th>
<th>OSU Health Plan</th>
<th>Oval Limited</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Condensed statements of net position:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current assets</td>
<td>$61,573</td>
<td>$5,054</td>
<td>$50,081</td>
</tr>
<tr>
<td>Capital assets, net</td>
<td>3,137</td>
<td>114</td>
<td>-</td>
</tr>
<tr>
<td>Other assets</td>
<td>1,084,966</td>
<td>637</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>$1,149,676</td>
<td>$5,805</td>
<td>$50,081</td>
</tr>
<tr>
<td>Current liabilities</td>
<td>$3,177</td>
<td>$1,223</td>
<td>$43</td>
</tr>
<tr>
<td>Noncurrent liabilities</td>
<td>44,987</td>
<td>494</td>
<td>19,287</td>
</tr>
<tr>
<td>Amounts payable to the university</td>
<td>21,908</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Deferred inflows</td>
<td>14,843</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total liabilities and deferred inflows</strong></td>
<td>$84,915</td>
<td>1,717</td>
<td>19,330</td>
</tr>
<tr>
<td>Net investment in capital assets</td>
<td>3,137</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Restricted:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nonexpendable</td>
<td>877,276</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Expendable</td>
<td>170,695</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Unrestricted</td>
<td>13,653</td>
<td>4,088</td>
<td>30,751</td>
</tr>
<tr>
<td><strong>Total net position</strong></td>
<td>$1,064,761</td>
<td>4,088</td>
<td>30,751</td>
</tr>
<tr>
<td><strong>Total liabilities, deferred inflows and net position</strong></td>
<td>$1,149,676</td>
<td>$5,805</td>
<td>$50,081</td>
</tr>
</tbody>
</table>
Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

<table>
<thead>
<tr>
<th></th>
<th>OSU Foundation</th>
<th>OSU Health Plan</th>
<th>Oval Limited</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Condensed statements of revenues, expenses and changes in net position:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating revenues:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other sales, services and rental income</td>
<td>$1,713</td>
<td>$13,088</td>
<td>$143</td>
</tr>
<tr>
<td>Total operating revenues</td>
<td>1,713</td>
<td>13,088</td>
<td>143</td>
</tr>
<tr>
<td>Operating expenses, excluding depreciation</td>
<td>21,333</td>
<td>12,937</td>
<td>171</td>
</tr>
<tr>
<td>Depreciation expense</td>
<td>242</td>
<td>55</td>
<td>-</td>
</tr>
<tr>
<td>Total operating expenses</td>
<td>21,575</td>
<td>12,992</td>
<td>171</td>
</tr>
<tr>
<td>Net operating income (loss)</td>
<td>(19,862)</td>
<td>96</td>
<td>(28)</td>
</tr>
<tr>
<td>Non-operating revenues and expenses:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gifts for current use</td>
<td>167,843</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Net investment income (loss)</td>
<td>79,809</td>
<td>-</td>
<td>2,084</td>
</tr>
<tr>
<td>Other non-operating revenue (expense)</td>
<td>2,087</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Net non-operating revenue (expense)</td>
<td>249,739</td>
<td>-</td>
<td>2,084</td>
</tr>
<tr>
<td>Capital contributions and additions to permanent endowments</td>
<td>71,591</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transfers from (to) the university</td>
<td>(223,325)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Change in net position</td>
<td>78,143</td>
<td>96</td>
<td>2,056</td>
</tr>
<tr>
<td>Beginning net position</td>
<td>986,618</td>
<td>3,992</td>
<td>28,695</td>
</tr>
<tr>
<td>Ending net position</td>
<td>$1,064,761</td>
<td>$4,088</td>
<td>$30,751</td>
</tr>
<tr>
<td><strong>Condensed statements of cash flows:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net cash provided (used) by:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating activities</td>
<td>$21,219</td>
<td>(1,288)</td>
<td>(2,187)</td>
</tr>
<tr>
<td>Noncapital financing activities</td>
<td>25,033</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Capital and related financing activities</td>
<td>15,904</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Investing activities</td>
<td>(1,222)</td>
<td>(51)</td>
<td>(39)</td>
</tr>
<tr>
<td>Net increase (decrease) in cash</td>
<td>18,496</td>
<td>(1,339)</td>
<td>(2,226)</td>
</tr>
<tr>
<td>Beginning cash and cash equivalents</td>
<td>4,363</td>
<td>5,654</td>
<td>3,516</td>
</tr>
<tr>
<td>Ending cash and cash equivalents</td>
<td>$22,859</td>
<td>$4,315</td>
<td>$1,290</td>
</tr>
</tbody>
</table>
Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

NOTE 21 — COMBINING INFORMATION FOR DISCRETELY PRESENTED COMPONENT UNITS

As indicated in the Basis of Presentation in Note 1, the university consolidates certain component units in a discrete presentation. Condensed combining financial information for the years ended June 30, 2019 and 2018 is presented below.

Condensed Combining Information – Year Ended June 30, 2019

<table>
<thead>
<tr>
<th></th>
<th>Transportation</th>
<th>Dental</th>
</tr>
</thead>
<tbody>
<tr>
<td>OSU Campus</td>
<td>OSU Campus Research Faculty</td>
<td></td>
</tr>
<tr>
<td>Physicians</td>
<td>Physicians</td>
<td></td>
</tr>
<tr>
<td>Campus Partners</td>
<td>Campus Partners</td>
<td></td>
</tr>
<tr>
<td>Research</td>
<td>Research</td>
<td></td>
</tr>
<tr>
<td>Faculty</td>
<td>Faculty</td>
<td></td>
</tr>
</tbody>
</table>

Condensed statements of net position:

<table>
<thead>
<tr>
<th></th>
<th>OSU Campus</th>
<th>Transportation</th>
<th>Dental</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current assets</td>
<td>$200,538</td>
<td>$8,646</td>
<td>$12,236</td>
</tr>
<tr>
<td>Capital assets, net</td>
<td>26,809</td>
<td>105,505</td>
<td>31,610</td>
</tr>
<tr>
<td>Other assets</td>
<td>-</td>
<td>2,461</td>
<td>-</td>
</tr>
<tr>
<td>Amounts receivable from the university</td>
<td>18,355</td>
<td>-</td>
<td>3,991</td>
</tr>
<tr>
<td>Deferred outflows</td>
<td>-</td>
<td>-</td>
<td>24</td>
</tr>
<tr>
<td>Total assets and deferred outflows</td>
<td>$245,702</td>
<td>$116,612</td>
<td>$47,861</td>
</tr>
</tbody>
</table>

Current liabilities:

<table>
<thead>
<tr>
<th></th>
<th>OSU Campus</th>
<th>Transportation</th>
<th>Dental</th>
</tr>
</thead>
<tbody>
<tr>
<td>Noncurrent liabilities</td>
<td>12,124</td>
<td>26,264</td>
<td>4,572</td>
</tr>
<tr>
<td>Amounts payable to the university</td>
<td>19,569</td>
<td>90,602</td>
<td>9,451</td>
</tr>
<tr>
<td>Deferred inflows</td>
<td>-</td>
<td>-</td>
<td>13</td>
</tr>
<tr>
<td>Total liabilities and deferred inflows</td>
<td>48,338</td>
<td>122,391</td>
<td>20,887</td>
</tr>
</tbody>
</table>

Net investment in capital assets:

<table>
<thead>
<tr>
<th></th>
<th>OSU Campus</th>
<th>Transportation</th>
<th>Dental</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net investment in capital assets</td>
<td>13,682</td>
<td>103,184</td>
<td>26,920</td>
</tr>
<tr>
<td>Unrestricted</td>
<td>183,682</td>
<td>(108,963)</td>
<td>54</td>
</tr>
<tr>
<td>Total net position</td>
<td>197,364</td>
<td>(5,779)</td>
<td>26,974</td>
</tr>
</tbody>
</table>

Total liabilities, deferred inflows and net position:

<table>
<thead>
<tr>
<th></th>
<th>OSU Campus</th>
<th>Transportation</th>
<th>Dental</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total liabilities, deferred inflows and net position</td>
<td>$245,702</td>
<td>$116,612</td>
<td>$47,861</td>
</tr>
</tbody>
</table>
## Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

### Condensed statements of revenues, expenses and changes in net position:

<table>
<thead>
<tr>
<th></th>
<th>OSU Physicians</th>
<th>Campus Partners</th>
<th>Transportation Research Center</th>
<th>Dental Faculty Practice Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating revenues:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants and contracts</td>
<td>$</td>
<td>$10,857</td>
<td>$39,124</td>
<td>$</td>
</tr>
<tr>
<td>Sales and services of OSU Physicians</td>
<td>560,322</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other sales, services and rental income</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>9,440</td>
</tr>
<tr>
<td>Total operating revenues</td>
<td>560,322</td>
<td>10,857</td>
<td>39,124</td>
<td>9,440</td>
</tr>
<tr>
<td>Operating expenses, excluding depreciation</td>
<td>507,366</td>
<td>9,153</td>
<td>37,133</td>
<td>9,403</td>
</tr>
<tr>
<td>Depreciation expense</td>
<td>3,581</td>
<td>2,920</td>
<td>892</td>
<td>74</td>
</tr>
<tr>
<td>Total operating expenses</td>
<td>510,947</td>
<td>12,073</td>
<td>38,025</td>
<td>9,477</td>
</tr>
<tr>
<td>Net operating income (loss)</td>
<td>49,375</td>
<td>(1,216)</td>
<td>1,099</td>
<td>(37)</td>
</tr>
<tr>
<td>Non-operating revenues and expenses:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net investment income</td>
<td>2,373</td>
<td>222</td>
<td>29</td>
<td>-</td>
</tr>
<tr>
<td>Interest expense</td>
<td>(376)</td>
<td>(138)</td>
<td>(446)</td>
<td>-</td>
</tr>
<tr>
<td>Other non-operating revenue (expense)</td>
<td>(23,384)</td>
<td>605</td>
<td>21</td>
<td>(132)</td>
</tr>
<tr>
<td>Net non-operating revenue (expense)</td>
<td>(21,387)</td>
<td>689</td>
<td>(396)</td>
<td>(132)</td>
</tr>
<tr>
<td>Changes in net position</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital contributions and changes in net position</td>
<td>-</td>
<td>5,250</td>
<td>14,677</td>
<td>-</td>
</tr>
<tr>
<td>Change in net position</td>
<td>27,988</td>
<td>4,723</td>
<td>15,380</td>
<td>(169)</td>
</tr>
<tr>
<td>Beginning net position, as previously reported</td>
<td>169,376</td>
<td>(10,502)</td>
<td>11,594</td>
<td>1,549</td>
</tr>
<tr>
<td>Cumulative effect of accounting change</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Ending net position</td>
<td>$197,364</td>
<td>(5,779)</td>
<td>$26,974</td>
<td>$1,380</td>
</tr>
</tbody>
</table>

### Condensed statements of cash flows:

|                              |                |                 |                               |                             |
| Net cash provided (used) by: | $39,180        | 3,964           | 2,536                         | 217                         |
| Operating activities         | (23,473)       | 9,366           | 7,662                         | (133)                       |
| Noncapital financing activities | (4,372)       | (12,415)        | (12,027)                      | (90)                        |
| Capital and related financing activities | (7,716) | 36              | 199                           | (96)                        |
| Investing activities         |                |                 |                               |                             |
| Net increase (decrease) in cash | 3,619          | 951             | (1,630)                       | (102)                       |
| Beginning cash and cash equivalents | 128,332      | 2,444           | 4,779                         | 543                         |
| Ending cash and cash equivalents | $131,951      | 3,395           | 3,149                         | 441                         |

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11/1/2019 Draft
November 21, 2019, Board of Trustees meeting
Condensed Combining Information – Year Ended June 30, 2018

<table>
<thead>
<tr>
<th>OSU Physicians</th>
<th>Transportation Campus Partners</th>
<th>Research Center</th>
<th>Dental Faculty Practice Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current assets</td>
<td>179,489 $</td>
<td>5,331 $</td>
<td>12,268 $</td>
</tr>
<tr>
<td>Capital assets, net</td>
<td>27,209</td>
<td>93,867 $</td>
<td>13,185 $</td>
</tr>
<tr>
<td>Other assets</td>
<td>1,481</td>
<td>2,548</td>
<td>-</td>
</tr>
<tr>
<td>Amounts receivable from the university</td>
<td>12,853</td>
<td>-</td>
<td>4,133 $</td>
</tr>
<tr>
<td>Deferred outflows</td>
<td>-</td>
<td>-</td>
<td>56 $</td>
</tr>
<tr>
<td>Total assets and deferred outflows</td>
<td>$ 221,032</td>
<td>$ 101,746 $</td>
<td>$ 29,642 $</td>
</tr>
<tr>
<td>Current liabilities</td>
<td>18,599 $</td>
<td>4,179 $</td>
<td>4,500 $</td>
</tr>
<tr>
<td>Noncurrent liabilities</td>
<td>13,046</td>
<td>26,328 $</td>
<td>5,076 $</td>
</tr>
<tr>
<td>Amounts payable to the university</td>
<td>20,011</td>
<td>81,741 $</td>
<td>8,420 $</td>
</tr>
<tr>
<td>Deferred inflows</td>
<td>-</td>
<td>-</td>
<td>52 $</td>
</tr>
<tr>
<td>Total liabilities and deferred inflows</td>
<td>51,656</td>
<td>112,248 $</td>
<td>18,048 $</td>
</tr>
<tr>
<td>Net investment in capital assets</td>
<td>13,282</td>
<td>90,382 $</td>
<td>8,188 $</td>
</tr>
<tr>
<td>Unrestricted</td>
<td>156,094 $</td>
<td>(100,884) $</td>
<td>3,406 $</td>
</tr>
<tr>
<td>Total net position</td>
<td>$ 169,376</td>
<td>(10,502) $</td>
<td>11,594 $</td>
</tr>
<tr>
<td>Total liabilities, deferred inflows and net position</td>
<td>$ 221,032</td>
<td>$ 101,746 $</td>
<td>$ 29,642 $</td>
</tr>
</tbody>
</table>
### Condensed statements of revenues, expenses and changes in net position:

#### Operating revenues:

<table>
<thead>
<tr>
<th></th>
<th>OSU Physicians</th>
<th>Campus Partners</th>
<th>Transportation Center</th>
<th>Dental Faculty</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants and contracts</td>
<td>$ -</td>
<td>$ 11,093</td>
<td>$ 47,096</td>
<td>$ -</td>
</tr>
<tr>
<td>Sales and services of OSU Physicians</td>
<td>$ 525,796</td>
<td>$ -</td>
<td>$ -</td>
<td>$ 9,466</td>
</tr>
<tr>
<td>Other sales, services and rental income</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ 9,466</td>
</tr>
<tr>
<td><strong>Total operating revenues</strong></td>
<td>$ 525,796</td>
<td>$ 11,093</td>
<td>$ 47,096</td>
<td>$ 9,466</td>
</tr>
</tbody>
</table>

#### Operating expenses, excluding depreciation:

<table>
<thead>
<tr>
<th></th>
<th>OSU Physicians</th>
<th>Campus Partners</th>
<th>Transportation Center</th>
<th>Dental Faculty</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating expenses, excluding depreciation</td>
<td>$ 484,133</td>
<td>$ 9,892</td>
<td>$ 45,217</td>
<td>$ 8,933</td>
</tr>
<tr>
<td>Depreciation expense</td>
<td>$ 3,574</td>
<td>$ 3,352</td>
<td>$ 694</td>
<td>$ 54</td>
</tr>
<tr>
<td><strong>Total operating expenses</strong></td>
<td>$ 487,707</td>
<td>$ 13,244</td>
<td>$ 45,911</td>
<td>$ 8,987</td>
</tr>
</tbody>
</table>

#### Net operating income (loss):

<table>
<thead>
<tr>
<th></th>
<th>OSU Physicians</th>
<th>Campus Partners</th>
<th>Transportation Center</th>
<th>Dental Faculty</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net operating income (loss)</strong></td>
<td>$ 38,089</td>
<td>$ (2,151)</td>
<td>$ 1,185</td>
<td>$ 479</td>
</tr>
</tbody>
</table>

#### Non-operating revenues and expenses:

<table>
<thead>
<tr>
<th></th>
<th>OSU Physicians</th>
<th>Campus Partners</th>
<th>Transportation Center</th>
<th>Dental Faculty</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net investment income (loss)</td>
<td>$ 826</td>
<td>$ 122</td>
<td>$ 291</td>
<td>$ -</td>
</tr>
<tr>
<td>Interest expense</td>
<td>(299)</td>
<td>(37)</td>
<td>(555)</td>
<td>$ -</td>
</tr>
<tr>
<td>Other non-operating revenue (expense)</td>
<td>$ (21,788)</td>
<td>$ 1,598</td>
<td>$ 114</td>
<td>$ (446)</td>
</tr>
<tr>
<td><strong>Net non-operating revenue (expense)</strong></td>
<td>$ (21,261)</td>
<td>$ 1,683</td>
<td>$ (150)</td>
<td>$ (446)</td>
</tr>
</tbody>
</table>

#### Change in net position:

<table>
<thead>
<tr>
<th></th>
<th>OSU Physicians</th>
<th>Campus Partners</th>
<th>Transportation Center</th>
<th>Dental Faculty</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Change in net position</strong></td>
<td>$ 16,828</td>
<td>(468)</td>
<td>1,035</td>
<td>33</td>
</tr>
</tbody>
</table>

#### Condensed statements of cash flows:

#### Net cash provided (used) by:

<table>
<thead>
<tr>
<th></th>
<th>OSU Physicians</th>
<th>Campus Partners</th>
<th>Transportation Center</th>
<th>Dental Faculty</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating activities</strong></td>
<td>$ 36,676</td>
<td>(562)</td>
<td>$ 3,417</td>
<td>$ 550</td>
</tr>
<tr>
<td>Noncapital financing activities</td>
<td>(21,790)</td>
<td>5,444</td>
<td>2,404</td>
<td>(448)</td>
</tr>
<tr>
<td>Capital and related financing activities</td>
<td>(7,509)</td>
<td>(9,909)</td>
<td>(3,686)</td>
<td>105</td>
</tr>
<tr>
<td>Investing activities</td>
<td>5,331</td>
<td>122</td>
<td>291</td>
<td>(65)</td>
</tr>
<tr>
<td><strong>Net increase (decrease) in cash</strong></td>
<td>$ 12,708</td>
<td>(4,905)</td>
<td>2,426</td>
<td>142</td>
</tr>
</tbody>
</table>

#### Beginning cash and cash equivalents:

<table>
<thead>
<tr>
<th></th>
<th>OSU Physicians</th>
<th>Campus Partners</th>
<th>Transportation Center</th>
<th>Dental Faculty</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Beginning cash and cash equivalents</strong></td>
<td>$ 115,624</td>
<td>7,349</td>
<td>2,353</td>
<td>401</td>
</tr>
</tbody>
</table>

#### Ending cash and cash equivalents:

<table>
<thead>
<tr>
<th></th>
<th>OSU Physicians</th>
<th>Campus Partners</th>
<th>Transportation Center</th>
<th>Dental Faculty</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ending cash and cash equivalents</strong></td>
<td>$ 128,332</td>
<td>2,444</td>
<td>4,779</td>
<td>543</td>
</tr>
</tbody>
</table>
NOTE 22 — SEGMENT INFORMATION

A segment is an identifiable activity for which one or more revenue bonds are outstanding. A segment has a specific identifiable revenue stream pledged in support of revenue bonds or other revenue-backed debt and has related expenses, gains, losses, assets and liabilities that can be identified. The university has one segment that meets the GASB reporting requirements.

The Office of Student Life operates student housing, dining and recreational sports facilities on the university’s main and regional campuses. In January 2013, the university issued $337,955 of Special Purpose General Receipts Bonds, Series 2013A. These bonds are solely payable from, and secured by, a pledge of the gross revenues of Special Purpose Revenue Facilities. Special Purpose Revenue Facilities are defined in the Series 2013 Supplement as all housing and dining facilities and such auxiliary facilities as shall constitute recreation facilities owned by the university. Special Purpose Pledged Revenues include all revenues, fees, rentals, rates, charges, insurance proceeds and other moneys derived from the ownership or operation of these facilities. Special Purpose Pledged Revenues totaled $221,757 and $214,631 for the years ended June 30, 2019 and 2018, respectively.

Condensed financial information for the Special Purpose Revenue Facilities, before the elimination of certain intra-university transactions, as of and for the years ended June 30, 2019 and 2018 is as follows:
Notes to Financial Statements – Years Ended June 30, 2019 and 2018
(dollars in thousands)

Segment Disclosure Information – Year Ended June 30, 2019 and June 30, 2018

Condensed Statement of Net Position
Assets and deferred outflows:
Current assets $27,489  $26,645
Capital assets 715,499  724,651
Total assets $742,988  $751,296
Liabilities and deferred inflows:
Current liabilities $7,279  $7,751
Amounts payable to the university 721,238  738,540
Total liabilities 728,517  746,291
Net position:
Net investment in capital assets (5,739)  (13,889)
Unrestricted 20,210  18,894
Total net position 14,471  5,005
Total liabilities and net position $742,988  $751,296

Condensed Statement of Revenues, Expenses and Changes in Net Position
Special-purpose pledged revenues - operating $221,757  $214,631
Operating expenses, excluding depreciation (150,933)  (145,243)
Depreciation expense (35,021)  (34,103)
Operating income 35,803  35,285
Nonoperating revenues, net (30,478)  (39,618)
Net income (loss) before transfers 5,325  (4,333)
Transfers from (to) other university units, net 4,141  18,375
Increase (decrease) in net position 9,466  14,042
Beginning net position 5,005  (9,037)
Ending net position $14,471  $5,005

Condensed Statement of Cash Flows
Net cash provided (used) by:
Operating activities $103,485  $85,641
Capital and related financing activities (103,296)  (87,477)
Investing activities 645  278
Net increase (decrease) in cash 834  (1,558)
Beginning cash and cash equivalents 25,603  27,161
Ending cash and cash equivalents $26,437  $25,603
The Ohio State University

Required Supplementary Information on GASB 68 Pension Liabilities (Unaudited)
Year Ended June 30, 2019

The schedule of the university’s proportionate shares of STRS-Ohio and OPERS net pension liabilities are presented below:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>University’s proportion of the net pension liability</td>
<td>4.6%</td>
<td>9.9%</td>
<td>4.6%</td>
<td>9.4%</td>
<td>4.5%</td>
<td>9.1%</td>
<td>4.5%</td>
<td>9.0%</td>
<td>4.4%</td>
<td>8.8%</td>
</tr>
<tr>
<td>University’s proportionate share of the net pension liability</td>
<td>$1,019,690</td>
<td>$2,695,368</td>
<td>$1,081,053</td>
<td>$1,466,955</td>
<td>$1,510,814</td>
<td>$2,054,548</td>
<td>$1,238,470</td>
<td>$1,556,156</td>
<td>$1,070,914</td>
<td>$1,059,519</td>
</tr>
<tr>
<td>University’s covered payroll</td>
<td>$434,106</td>
<td>$1,521,447</td>
<td>$412,149</td>
<td>$1,381,054</td>
<td>$392,797</td>
<td>$1,289,346</td>
<td>$388,309</td>
<td>$1,236,914</td>
<td>$381,669</td>
<td>$1,188,828</td>
</tr>
<tr>
<td>University’s proportionate share of the net pension liability as a percentage of its covered payroll</td>
<td>231%</td>
<td>177%</td>
<td>262%</td>
<td>106%</td>
<td>385%</td>
<td>159%</td>
<td>319%</td>
<td>126%</td>
<td>281%</td>
<td>89%</td>
</tr>
<tr>
<td>Plan fiduciary net position as a percentage of the total pension liability</td>
<td>77.1%</td>
<td>74.9%</td>
<td>75.3%</td>
<td>84.9%</td>
<td>66.8%</td>
<td>77.4%</td>
<td>72.1%</td>
<td>81.2%</td>
<td>74.7%</td>
<td>86.5%</td>
</tr>
</tbody>
</table>

The schedule of the university’s contributions to STRS-Ohio and OPERS are presented below:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Contractually required contribution</td>
<td>$77,701</td>
<td>$220,062</td>
<td>$74,795</td>
<td>$201,072</td>
<td>$70,373</td>
<td>$188,762</td>
<td>$66,975</td>
<td>$178,293</td>
<td>$65,718</td>
<td>$170,979</td>
</tr>
<tr>
<td>Contributions in relation to the contractually required contribution</td>
<td>$77,701</td>
<td>$220,062</td>
<td>$74,795</td>
<td>$201,072</td>
<td>$70,373</td>
<td>$188,762</td>
<td>$66,975</td>
<td>$178,293</td>
<td>$65,718</td>
<td>$170,979</td>
</tr>
<tr>
<td>Contribution deficiency (excess)</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>University’s covered payroll</td>
<td>$452,084</td>
<td>$1,521,502</td>
<td>$438,106</td>
<td>$1,421,367</td>
<td>$412,149</td>
<td>$1,334,350</td>
<td>$392,797</td>
<td>$1,260,366</td>
<td>$381,669</td>
<td>$1,208,710</td>
</tr>
<tr>
<td>Contributions as a percentage of covered payroll</td>
<td>17.2%</td>
<td>14.4%</td>
<td>17.1%</td>
<td>14.1%</td>
<td>17.1%</td>
<td>14.1%</td>
<td>17.1%</td>
<td>14.1%</td>
<td>16.9%</td>
<td>14.1%</td>
</tr>
</tbody>
</table>
The schedule of the university's proportionate shares of STRS-Ohio and OPERS net OPEB liabilities are presented below:

<table>
<thead>
<tr>
<th></th>
<th>STRS-Ohio</th>
<th>OPERS</th>
<th>STRS-Ohio</th>
<th>OPERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>University's proportion of the net OPEB liability</td>
<td>4.6%</td>
<td>10.1%</td>
<td>4.6%</td>
<td>9.7%</td>
</tr>
<tr>
<td>University's proportionate share of the net OPEB liability</td>
<td>$ (74,520)</td>
<td>$1,321,019</td>
<td>$177,556</td>
<td>$1,055,239</td>
</tr>
<tr>
<td>University's covered payroll</td>
<td>$434,106</td>
<td>$1,521,447</td>
<td>$412,149</td>
<td>$1,381,054</td>
</tr>
<tr>
<td>University's proportionate share of the net OPEB liability as a percentage of its covered payroll</td>
<td>-17%</td>
<td>87%</td>
<td>43%</td>
<td>76%</td>
</tr>
<tr>
<td>Plan fiduciary net position as a percentage of the total OPEB liability</td>
<td>176.0%</td>
<td>46.3%</td>
<td>47.1%</td>
<td>54.1%</td>
</tr>
</tbody>
</table>
The Ohio State University  
Supplementary Information on the Long-Term Investment Pool (Unaudited)  
Year Ended June 30, 2019

The following section of the financial report provides additional information on the university’s Long-Term Investment Pool, including a summary of changes in market value, investment returns and related expenses. Additional details on university investments, including asset allocations, endowment distribution policies, investment by type and risk disclosures, are provided in Notes 1 and 3 to the Financial Statements.

In 2019, the fair value of the university’s Long-Term Investment Pool – which includes gifted endowments, long-term investments of university operating funds and other funds internally designated to function as endowments – increased $45 million, to $5.26 billion at June 30, 2019. The Long-Term Investment Pool activity for 2019 is summarized below:

<table>
<thead>
<tr>
<th>Long-Term Investment Pool Activity (in thousands)</th>
<th>Gifted Endowments</th>
<th>Quasi-Endowments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>University</td>
<td>Operating</td>
</tr>
<tr>
<td>Balance at June 30, 2018</td>
<td>$1,104,236</td>
<td>$958,750</td>
</tr>
<tr>
<td>Net Principal Additions (Withdrawals)</td>
<td>3,367</td>
<td>43,443</td>
</tr>
<tr>
<td>Change in Fair Value</td>
<td>1,218</td>
<td>1,533</td>
</tr>
<tr>
<td>Income Earned</td>
<td>22,239</td>
<td>19,705</td>
</tr>
<tr>
<td>Distributions</td>
<td>(46,093)</td>
<td>(40,747)</td>
</tr>
<tr>
<td>Expenses</td>
<td>(14,959)</td>
<td>(13,255)</td>
</tr>
<tr>
<td>Balance at June 30, 2019</td>
<td>$1,070,008</td>
<td>$969,429</td>
</tr>
</tbody>
</table>

**Net principal additions (withdrawals)** for gifted endowments include new endowment gifts and reinvestment of unused endowment distributions. **Change in fair value** includes realized gains and losses for assets sold during the year and unrealized gains and losses for assets held in the pool at June 30, 2019. **Income earned** includes interest and dividends and is used primarily to fund **distributions**. **Expenses** include investment management expenses ($52 million), University Development related expenses ($19 million) and other investment related expenses ($1 million).

**Investment Returns and Expenses:**

The investment return for the Long-Term Investment Pool was 1.2% for fiscal year 2019. The annualized investment returns for the three-year and five-year periods were 7.7% and 4.6%, respectively. These returns -- which are net of investment management expenses as defined by Cambridge Associates for its annual survey -- are used for comparison purposes with other endowments and various benchmarks. In addition to the $52 million of investment management expenses, which reduced the pool by 1.0% in fiscal
year 2019, the $19 million of University Development expenses and $1 million of other investment related expenses further reduced the pool by 0.4%.

Additional Information:

For more information on how the Long-Term Investment Pool is invested, please visit the Office of Investments website at: investments.osu.edu.

Additional details on university and foundation endowments, including balances for individual funds, are available on the Office of the Controller’s website at: go.osu.edu/EndowAdmin (click on the “Endowment Descriptions and Balances” link).
Report of Independent Auditors on Internal Control over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with Government Auditing Standards

To the Board of Trustees of
The Ohio State University

We have audited, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States, the financial statements of the primary institution and of the aggregate discretely presented component units of The Ohio State University (the “University”), a component unit of the State of Ohio, which comprise of the statements of net position as of June 30, 2019, and the related statements of revenues, expenses, and changes in net position and of cash flows for the year then ended, and the related notes to the financial statements, which collectively comprise the University’s basic financial statements, and have issued our report thereon dated November 22, 2019.

Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered the University’s internal control over financial reporting (“internal control”) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the University’s internal control. Accordingly, we do not express an opinion on the effectiveness of the University’s internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A material weakness is a deficiency, or a combination of deficiencies, in internal control such that there is a reasonable possibility that a material misstatement of the entity’s financial statements will not be prevented, or detected and corrected on a timely basis. A significant deficiency is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the University’s basic financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under Government Auditing Standards.
Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the University’s internal control or on compliance. This report is an integral part of an audit performed in accordance with Government Auditing Standards in considering the University’s internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

November 22, 2019
Acknowledgements

The 2019 Financial Report and the included financial statements are prepared by the staff of the Office of the Controller.

Natalie H. Darner          Lisa A. Plaga
Allison M. Dodson          Patricia M. Privette
Andrea Filbeck             Wei Qu
Thomas F. Ewing            Dawn M. Romie
Rachel R. Ford             Julie L. Saunders
Robert L. Hupp, II         Kathryn M. Seay
Gary L. Leimbach           Jeffrey A. Smith
John C. Lister             Timothy A. Thibodeau
Ben J. Moore               Mary J. Wehner

Michael Papadakis – Senior Vice President and Chief Financial Officer
Kristine G. Devine – Vice President for Operations and Deputy Chief Financial Officer
Board of Trustees

The expiration date of each trustee’s term is given in parentheses.

Gary R. Heminger, Chair, Findlay (2027)
Timothy P. Smucker, Vice Chair, Orrville (2020)
Abigail S. Wexner, Vice Chair, New Albany (2023)
Alex M. Shumate, Gahanna (2020)
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Erin P. Hoeflinger, Springfield (2022)
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Lewis Von Thaer, Bexley (2028)
Jeff M.S. Kaplan, Galena (2028)
Janet Porter – Charter Trustee, Hilton Head, SC (2020)
James D. Klingbeil – Charter Trustee, San Francisco, CA (2021)
Janice M. Bonsu – Student Member, Pickerington (2020)
Anand Shah – Student Member, Centerville (2021)
Jessica A. Eveland, Thornville – Secretary
November 21, 2019, Board of Trustees meeting

Appendix XXII

The Ohio State University
Board of Trustees

THE OHIO STATE UNIVERSITY BOARD OF TRUSTEES
FINANCE COMMITTEE

November 21, 2019

TOPICS: Football Ticket Prices
         Golf Course Membership Dues and Daily Green Fees

CONTEXT:

The Ohio State University Department of Athletics continues to be one of only 13 self-sustaining athletic programs across the nation. Currently, the Department of Athletics funds more than 1,100 student-athletes in successful endeavors of academic achievement and athletics competitions, with a Graduation Success Rate of 86 percent. Yearly, the Department of Athletics contributes more than $30 million back to the institution’s academic mission. Funds generated from ticket sales assist in funding $28 million in scholarships provided to our student athletes.

The Department of Athletics first introduced premier-game pricing in 2013, and beginning with the 2016 football season adopted a completely variable pricing model for all individual game tickets, while providing discounts for public and faculty & staff season ticket purchasers. These pricing strategies have been successful in regards to matching pricing to market and in positive feedback received from fans regarding the variable pricing for games. The Athletic Council and University administrators recommend continuation of these pricing guidelines. Historical pricing for the previous three seasons are included in the attached appendix. Additionally, a golf course membership dues and daily green fees increase is necessary to meet increased costs and remain financially stable for FY2021.

RECOMMENDATION:

For Football tickets:

- Assign the individual game and season ticket pricing for the 2020 football season as indicated in the attached table.

For Golf Course Membership Dues and Green Fees:

- For the 2020 calendar year (FY2021), increase the Alumni, Faculty/Staff and Affiliate membership dues by 8%, increase the OSU Student membership dues by 2.7%, and assign daily green fees as indicated in the attached table.

CONSIDERATIONS:

Football Tickets:

- Variable ticket pricing is widely in use by various athletic programs across the country, provides affordability for fans, and has been successful at Ohio State since first introduced for the 2013 season.
- Athletic Council utilizes a tiered pricing methodology as an administrative tool when establishing variable ticket pricing for games, with regular review of the structure and pricing methodologies.
Season ticket discounts of approximately 15% off the aggregate individual price for public, and approximately 20% off the aggregate individual price for faculty and staff, will remain.

Season ticket pricing will remain the same as for the 2019 season, which represents an average annual increase of $2.34 since the 2017 season.

The student ticket price of $34 per game remains unchanged since the 2013 season.

<table>
<thead>
<tr>
<th>Opponent</th>
<th>Reserved</th>
<th>Box/Club</th>
<th>Faculty / Staff</th>
<th>Student</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bowling Green</td>
<td>$ 70</td>
<td>$ 95</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Buffalo</td>
<td>$ 63</td>
<td>$ 88</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rutgers</td>
<td>$ 80</td>
<td>$ 105</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Iowa</td>
<td>$ 150</td>
<td>$ 175</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nebraska</td>
<td>$ 150</td>
<td>$ 175</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Indiana</td>
<td>$ 90</td>
<td>$ 115</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Michigan</td>
<td>$ 220</td>
<td>$ 245</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Season Ticket</td>
<td>$ 702</td>
<td>$ 851</td>
<td>$ 659</td>
<td>$ 238</td>
</tr>
</tbody>
</table>

Golf Course Membership Dues and Green Fees:

- The membership dues increase would be allocated to the capital reserve account for deferred maintenance and future projects, and daily fees are allocated as operating revenue.
- In a market comparison of daily green fees, membership dues and initiation fees, the current rates are lower or comparable to local courses for the quality and amenities provided.

<table>
<thead>
<tr>
<th>Category / Affiliation</th>
<th>Annual Membership</th>
<th>Green Fees</th>
<th>Green Fees</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Scarlet</td>
<td>Twilight</td>
<td>Gray</td>
</tr>
<tr>
<td>Student</td>
<td>$ 750</td>
<td>$ 35</td>
<td>$ 30</td>
</tr>
<tr>
<td>Faculty / Staff</td>
<td>$ 2,791</td>
<td>$ 65</td>
<td>$ 35</td>
</tr>
<tr>
<td>With Spouse</td>
<td>$ 4,535</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full Family</td>
<td>$ 5,406</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Alumni / Buckeye Club</td>
<td>$ 3,487</td>
<td>$ 80</td>
<td>$ 40</td>
</tr>
<tr>
<td>With Spouse</td>
<td>$ 5,231</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full Family</td>
<td>$ 6,102</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Young Professional (21-26yo)</td>
<td>$ 2,266</td>
<td>$ 80</td>
<td>$ 40</td>
</tr>
<tr>
<td>With Spouse</td>
<td>$ 4,011</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Young Professional (27-32yo)</td>
<td>$ 2,616</td>
<td>$ 80</td>
<td>$ 40</td>
</tr>
<tr>
<td>With Spouse</td>
<td>$ 4,360</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

REQUESTED OF FINANCE COMMITTEE:

Approval
## Appendix - Football Ticket Pricing History

### 2019 Football

<table>
<thead>
<tr>
<th>Opponent</th>
<th>Reserved</th>
<th>Box/Club</th>
<th>Faculty/Staff</th>
<th>Student</th>
</tr>
</thead>
<tbody>
<tr>
<td>Florida Atlantic</td>
<td>$60</td>
<td>$85</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cincinnati</td>
<td>$90</td>
<td>$115</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Miami (OH)</td>
<td>$65</td>
<td>$90</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Michigan State</td>
<td>$147</td>
<td>$172</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wisconsin</td>
<td>$170</td>
<td>$195</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maryland</td>
<td>$92</td>
<td>$117</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Penn State</td>
<td>$198</td>
<td>$223</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Season Ticket</td>
<td>$702</td>
<td>$851</td>
<td>$659</td>
<td>$238</td>
</tr>
</tbody>
</table>

*Season Ticket Δ from 2018*  
+$63  +$62  +$58  $0

*AVERAGE Single Ticket Price*  
$117.43

### 2018 Football

<table>
<thead>
<tr>
<th>Opponent</th>
<th>Reserved</th>
<th>Box/Club</th>
<th>Faculty/Staff</th>
<th>Student</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oregon State</td>
<td>$99</td>
<td>$124</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rutgers</td>
<td>$80</td>
<td>$105</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tulane</td>
<td>$67</td>
<td>$92</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Indiana</td>
<td>$90</td>
<td>$115</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Minnesota</td>
<td>$96</td>
<td>$121</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nebraska</td>
<td>$120</td>
<td>$145</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Michigan</td>
<td>$197</td>
<td>$222</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Season Ticket</td>
<td>$639</td>
<td>$789</td>
<td>$601</td>
<td>$238</td>
</tr>
</tbody>
</table>

*Season Ticket Δ from 2017*  
-$56  -$56  -$51  $0

*AVERAGE Single Ticket Price*  
$107.00

### 2017 Football

<table>
<thead>
<tr>
<th>Opponent</th>
<th>Reserved</th>
<th>Box/Club</th>
<th>Faculty/Staff</th>
<th>Student</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oklahoma</td>
<td>$190</td>
<td>$215</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Army</td>
<td>$70</td>
<td>$95</td>
<td></td>
<td></td>
</tr>
<tr>
<td>UNLV</td>
<td>$65</td>
<td>$90</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maryland</td>
<td>$80</td>
<td>$105</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Penn State</td>
<td>$140</td>
<td>$165</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Michigan State</td>
<td>$190</td>
<td>$215</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Illinois</td>
<td>$80</td>
<td>$105</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Season Ticket</td>
<td>$695</td>
<td>$845</td>
<td>$652</td>
<td>$238</td>
</tr>
</tbody>
</table>

*Season Ticket Δ from 2016*  
+$581  +$582  +$76  $0

*AVERAGE Single Ticket Price*  
$116.43
Ohio State is proud of our record as a leader in operational excellence and resource stewardship, a strategic focus aligned with the goals of the Ohio Task Force on Affordability and Efficiency in Higher Education. As stated in Ohio State’s strategic plan, “The university must be a responsible steward of its resources in order to re-direct investment into initiatives that will help us to achieve our bold aspirations.”

Our 2019 report demonstrates Ohio State’s significant progress in these areas. The university has dedicated more than $150 million in new need-based aid for low- and moderate-income Ohioans since 2015, funded through efficiency savings and new resource generation. More than 42,000 Buckeyes have benefitted from these affordability initiatives. Ohio State has already invested $800 million in proceeds from the Comprehensive Energy Management partnership to support student aid and other academic priorities and is on track to generate more than $200 million in efficiency savings through fiscal 2020. Highlights of our work include:

• **Buckeye Opportunity Program**: Starting in the 2018-19 academic year, all in-state students who qualify for Pell Grants receive an aid package that covers the full cost of tuition and mandatory fees. More than 4,000 students have already benefitted from this affordability initiative. Ohio State has invested $800 million in proceeds from the Comprehensive Energy Management partnership to support this program, which is funded with an endowment created from Comprehensive Energy Management proceeds. ([go.osu.edu/bop](http://go.osu.edu/bop))

• **Digital Flagship**: Ohio State’s comprehensive digital learning initiative is providing more than 24,000 incoming first- and second-year students with an iPad learning-technology suite as part of the university’s Digital Flagship collaboration with Apple to support educational innovation for students and economic development opportunities for the community. The university is funding the program using efficiency savings. ([digitalflagship.osu.edu](http://digitalflagship.osu.edu))

• **Additional financial aid**: Administrative efficiencies have funded $85 million in President’s Affordability Grants over four years, and other institutional funds have supported the expansion of the Land-Grant Opportunity Scholarship program to offer twice as many grants and to increase the value to cover the full cost of attendance. ([go.osu.edu/testimony](http://go.osu.edu/testimony))

• **Tuition affordability**: The Ohio State Tuition Guarantee, now in its third year, offers incoming in-state students certainty about the cost of a college education by freezing rates for tuition, mandatory fees, room and board for four years. For students who began prior to the guarantee, in-state tuition has not increased since fiscal 2013. ([go.osu.edu/tuitionguarantee](http://go.osu.edu/tuitionguarantee))

• **Fee simplification and savings**: Starting in spring 2019, Ohio State eliminated 278-course fees, piloted a digital textbook program that will reduce student costs by 75 percent to 80 percent, waived additional tuition costs for eligible students who take
heavy loads and broadened our policy that offers in-state tuition to military families. Together, these four initiatives will save students up to $1.9 million a year. (go.osu.edu/fee-reduction)

• **Resource stewardship**: In a continued effort to control costs and provide unprecedented aid to students, the university prioritized strategic procurement to reduce costs. Since fiscal 2013, the university has produced $324 million in cumulative savings while negotiating 960 university contracts.

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

Gary R. Heminger
Chairman of the Board of Trustees
Section I: Operational Efficiency

Affordability and efficiency in higher education are high among the DeWine-Husted administration's policy priorities. DHE continues to encourage institutions to consider the Ohio Task Force on Affordability and Efficiency's October 2015 report “Action Steps to Reduce College Costs” (Task Force) linked here: [www.ohiohighered.org/sites/ohiohighered.org/files/uploads/affordability-efficiency/Action-Steps-to-Reduce-College-Costs_100115.pdf](http://www.ohiohighered.org/sites/ohiohighered.org/files/uploads/affordability-efficiency/Action-Steps-to-Reduce-College-Costs_100115.pdf). Although this year's template does not require each IHE to report on every recommendation of the Task Force, we are requesting that IHE's provide the most recent information available on selected items.

As presented in Recommendation 3B of the Task Force, IHE's have access to multiple joint purchasing agreements in the following categories:

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

<table>
<thead>
<tr>
<th>Contract Type</th>
<th>Did your IHE participate in joint contracts in FY19? [yes, no, worked toward]</th>
<th>Monetary Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Copier/printer services</td>
<td>No</td>
<td>The university has a best-in-class contract for copiers, printers and multifunction devices. Ohio State sought to work with other schools to extend similar rates. None committed to the same kind of volume guarantees that we have adopted.</td>
</tr>
<tr>
<td>Computer hardware</td>
<td>Yes</td>
<td>Ohio State utilizes the State of Ohio state term schedule.</td>
</tr>
<tr>
<td>Travel services</td>
<td>Worked toward</td>
<td>The university works with a travel management company and has mandated employee utilization of this contract. This is a step required in the IUC Purchasing Group’s three-phase action plan to develop an opportunity for joint purchasing.</td>
</tr>
</tbody>
</table>
Ohio State utilizes the State of Ohio state term schedule for outbound shipping.

Ohio State led a collaborative contract opportunity through the Inter-University Council Purchasing Group for scientific supplies and lab equipment. This process has resulted in contracts that are expected to save IUC members at least 7 percent on what is currently a $115 million annual spend among the public universities in Ohio.

Ohio State has generated significant savings on office supplies by ensuring near-universal contract utilization and by employing the process endorsed by the IUC Purchasing Group: focusing our spend on a core list of products. This resulted in a best-in-class contract for this category.

Additionally, since fiscal 2012, Ohio State’s strategic procurement program has produced cumulative savings of $388 million by utilizing the university's buying power to drive both savings and quality enhancements. In fiscal 2019 alone, the university saved $64.0 million through strategic procurement compared with contracted rates in fiscal 2012. These savings directly benefit colleges and other university units by reducing operating costs, which in turn has allowed the university to hold down student costs.

Per recommendation 4C of the Task Force, IHE’s should evaluate opportunities for affinity relationships and sponsorships that can support students, faculty, and staff. Institutions can use these types of partnerships to generate new resources by identifying “win-win” opportunities with private entities that are interested in connecting with students, faculty, staff, alumni, or other members of their communities. Please complete the section below with the implementation status of your institution.

Did your institution initiate any new partnerships or sponsorships in FY19? If yes, please complete the below table for those new relationships.

<table>
<thead>
<tr>
<th>Partnerships/Sponsorships</th>
<th>Description</th>
<th>Revenue Generated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Furniture Contract</td>
<td>10-year preferred vendor agreement. Includes purchasing incentive and a Trademark &amp; Licensing agreement providing limited marketing and branding opportunities.</td>
<td>Licensing revenue generated</td>
</tr>
<tr>
<td>Dell Computers</td>
<td>ESports sponsorship support</td>
<td>$33,500 in donated computers to support the program startup.</td>
</tr>
<tr>
<td>Zippy Shell Storage</td>
<td>Sponsorship of Student Life and Office of International Affairs</td>
<td>$12,000</td>
</tr>
</tbody>
</table>
The Ohio State University
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of buildings and utility plants. This platform has enabled the university to participate in regional Demand Response and Capacity Performance programs with the regional transmission operator.

If the IHE realized efficiencies gained in FY19 from already existing relationships, please identify, specifically including revenue generated. Include in the table above or add a similar table.

Employee health benefits continue to be a major cost driver for all IHE’s. The Task Force recommendations addressed this issue in 5D, recommending that a statewide working group identify opportunities to collaborate on health-care costs. At this point, we are especially interested in learning about best practices that could be applicable around the state. Please provide the following information if your institution has generated any significant savings or health benefits improvements in FY19.

What initiatives or plan changes did the IHE implement in FY19 to manage or reduce healthcare costs?

- The university achieved $11.4 million in healthcare savings in calendar 2018.

Has the institution achieved any expected annual cost savings through healthcare efficiencies in FY19? Please explain how cost savings were estimated.

Strategies that were implemented to realize these efficiencies included:

- Enhanced utilization management efforts, resulting in $5 million in savings. This was achieved through various methods, including:
  - Increasing the number of medical cases that were reviewed by the OSU Health Plan Medical Director to an all-time high of 19.9%. This provided the opportunity to reduce expensive inpatient stay lengths and redirect to an appropriate lower-cost setting, where possible.
  - Shifting more specialty medication reviews to internal pharmacy/clinical expertise to evaluate treatment options and base authorizations on those with the greatest opportunity for efficacy based on the individual’s needs.
  - Implementing bundled pricing for total joint replacement procedures for hips and knees with capped pricing and shared savings opportunities based on meeting defined quality outcome measures.
- Improved contract pricing with our pharmacy benefit manager, as well as conducting ongoing audits of their claims adjudication and pricing, resulting in a total of $2.4 million in savings.
- Holding OSU provider contract fees flat for facilities for all of 2018 and for physicians for eight months of 2018, resulting in $4 million in savings.
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Energy Efficiencies seek to refine sustainable methods utilized by the institution to procure and use energy (resulting in more efficient use of energy), including but not limited to lighting systems, heating & cooling systems, electricity, natural gas, and utility monitoring. Again, we are especially interested in learning about best practices that could be applicable around the state. Please provide the following information if your institution has undertaken any significant energy savings projects in FY19.

<table>
<thead>
<tr>
<th>FY19 Projects/Initiatives</th>
<th>Efficiencies Gained, including Monetary Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>ENGIE Digital Energy Management Platform - a new master control platform for the comprehensive management of buildings and utility plants. This platform is enabling the university to increase its participation in regional Demand Response and Capacity Performance programs with the regional transmission operator.</td>
<td>$271,800 in new ancillary revenues (FY2019)</td>
</tr>
<tr>
<td>Indoor and Outdoor Lighting retrofits – converting incandescent, fluorescent, and HID lamps to LED. These projects began in FY2018 and will continue through FY2020. To date, more than 100,000 lamps have been replaced</td>
<td>Total campus energy efficiency (measured as the amount of energy used per square foot of building space) improved by approximately 1.8% in FY2019. Most of that efficiency can be attributed to energy savings resulting from the earliest installations of the LEDs. The FY2019 energy costs savings attributable to the lighting retrofit is approximately $862,000</td>
</tr>
</tbody>
</table>

Has the institution gained efficiencies in FY19 from previously implemented projects/strategies? If yes, please discuss cumulative efficiencies gained.

The Task Force charged DHE with developing a common measurement of administrative productivity. However, the Task Force also acknowledged that each institution should have the latitude to develop its own standards of the proper level of productivity for its campus units. DHE will provide specific financial data for each institution as part of this year's reporting process. The Efficiency Advisory Committee will need to continue to evaluate this data and determine how best to utilize it taking into account the significant diversity of IHE’s and their missions throughout Ohio.

Specific institutional measures to be evaluated include:

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

Please discuss efficiencies gained or opportunities for future partnerships as a result of each of the categories within the compact.

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
<th>Monetary Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reducing duplication of academic programming</td>
<td>There continues to be no program duplication evident for the university within the Central Ohio region, or at the regional campus locations. The university, internally, monitors program size and duplication through its regular academic program development, implementation and review processes.</td>
<td>N/A</td>
</tr>
<tr>
<td>Implementing strategies to address workforce education needs of the region</td>
<td>The universities, through their program planning strategies, identify needs in counties where they are jointly locating staff. Programming is focused on 4-H Youth Development, Family and Consumer Sciences, Community Development, and/or 4-H Youth Development.</td>
<td>N/A</td>
</tr>
<tr>
<td>Sharing resources to align educational pathways and to increase access within the region</td>
<td>In Aug. 2019, Ohio State re-affirmed its 2011 agreement with Columbus State Community College to support the Preferred Pathway Program. The initiative was designed to expand access to higher education and make it easier for Columbus State students to earn a bachelor’s degree by providing a guaranteed path for transferring.</td>
<td>N/A</td>
</tr>
<tr>
<td>Reducing operational and administrative costs to provide more learning opportunities and collaboration in the region</td>
<td>In identified counties where there are staff from CSU and OSU co-located, agreements are (or will be) in place to facilitate the use of facilities and administrative support. Once fully implemented, it is estimated that Ohio State would realize $30,000 annually in efficiencies.</td>
<td>N/A</td>
</tr>
<tr>
<td>Enhancing career counseling and experiential learning opportunities for students</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Collaboration and pathways with information technology centers, adult basic and literacy education programs and school districts</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>
### Section II: Academic Practices

#### Textbook Affordability

Ohio Revised Code Section 3333.951(D) requires Ohio's public colleges and universities to annually conduct a study to determine the current cost of textbooks for students enrolled in the institution and submit the study to the Chancellor. Please attach the analysis of textbook costs developed by your institution labeled "[Institution Name – Academic Year – Textbook Cost Study]" Please summarize the results of your institution's study below.

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average cost for textbooks that are new</td>
<td>$103.36</td>
</tr>
<tr>
<td>Average cost for textbooks that are used</td>
<td>$78.36</td>
</tr>
<tr>
<td>Average cost for rental textbooks</td>
<td>$67.78 for new rentals; $41.16 for used rentals (Note: Averages are for textbooks that are available for rent through the university's bookstore.)</td>
</tr>
</tbody>
</table>
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| Average cost for eBook | $70.14 to buy; $46.52 to rent (Averages are for eBooks that are available through the university's bookstore.) |

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

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

Ohio State refined its methodology for 2018 to better capture a typical range of course materials in these majors, including potential electives. As a result, these data are not comparable to the previous report. The average prices listed are based on university bookstore pricing and do not include open educational materials, other course materials that are offered at no charge to students or through the CarmenBooks inclusive access program.

Reducing Textbook Costs for Students

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

1. Does your institution offer inclusive access purchasing of college textbooks? If yes, what percentage of courses participate?

- Yes. Ohio State takes advantage of the Engage eReader and publisher inclusive access contract made available through our membership in the Unizin consortium. We have branded this program as CarmenBooks, which offers digital copies of selected textbooks for a fraction of the cost of a new, physical copy. With CarmenBooks, students typically save 80% off the retail price of publisher textbooks, and 40% off the cost of access to publisher online homework systems. Students access the Engage eReader and digital course materials through the Learning Management System (CarmenCanvas). Students retain access to digital course materials throughout their enrollment at Ohio State.

- In academic year 2018-2019, CarmenBooks was used in 21 courses by 2,212 students with a total of $288,000 in savings (calculated as list price vs. inclusive access price). This represents 0.2% of total courses offered at Ohio State. As this was the pilot year for the CarmenBooks program, future numbers will show an increase in CarmenBooks usage.
2. Does your institution offer open educational resources (OER) in lieu of purchased materials? If yes, what percentage of courses participate? How many non-duplicative students benefit currently from OER?

- Yes. Ohio State has a grant program that supports faculty transitioning from conventional textbooks to OER resources. Through Autumn 2019, the Affordable Learning Exchange has funded projects in 70 courses on all campuses. ALX is a partnership between units concerned with teaching and learning at Ohio State, and pairs excellence with affordability through grants, research, and faculty outreach.

**ALX projects have contributed to affordability at Ohio State by:**

- Impacting hundreds of faculty across all OSU campuses with grant and learning opportunities
- Saving students nearly $5 million by the end of academic year 2018-19
- Switching to OERs in 0.7% of courses at Ohio State, benefiting 17,950 non-duplicative students
- Contributing to a local and global discussion of OER and student affordability
- Establishing a strong Affordable Learning brand that reaches beyond Ohio State
- Enabling research on student engagement and outcomes with OERs and other affordable learning tools

3. Is your institution a member of an organization that works to develop high-quality, low-cost materials including OER? If yes, what organization? Please describe.

- In June 2017, Ohio State in partnership with North Central State College and Ohio Dominican universities, and 15 other community colleges received an Ohio Department of Higher Education Innovation Grant in the amount of $1.3 million. The grant was awarded to support the development of open educational resources (OER) and other materials in an effort to reduce the cost of textbooks for students. The culmination of that work is the development of open course materials for 21 of our shared high-enrollment courses.

Faculty teams representing Ohio’s 2-year and 4-year colleges and universities, both public and private, put guides together to present alternatives to commercial textbooks for Ohio students. Full course guides using OER materials are available for many of Ohio’s high enrollment courses. They can be adopted in full or in part to meet the needs of course instructors. The courses have been divided into modules that meet the objectives of the Ohio Department of Higher Education’s Transfer Assurance Guides (TAGs) and Ohio Transfer Module (OTM) guidelines.

Ohio State is also a founding member of the Open Textbook Network, a national organization that curates high-quality open textbooks and offers faculty and librarian professional development programs to encourage use of OERs.

Ohio State is also a member of the Unizin consortium. This membership facilitates the use of the Engage eReader, a cornerstone of our inclusive access program, among other benefits related to student cost reduction.

4. What other practices does your institution utilize to improve college textbook affordability?
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➢ We offer faculty professional development opportunities around OERs and textbook affordability through both our Professional Learning program and the University Institute for Teaching and Learning.

Please provide any relevant information in the table below.

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Explanation of Initiative</th>
<th>Cost Savings to Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>CarmenBooks</td>
<td>Inclusive Access pilot</td>
<td>$288,000</td>
</tr>
<tr>
<td>Affordable Learning Exchange</td>
<td>Supports faculty in developing no- or low-cost materials</td>
<td>$910,000</td>
</tr>
</tbody>
</table>

Textbook Selection Policy

Ohio Revised Code Section 3345.025 requires the board of trustees of each state IHE to adopt a textbook selection policy for faculty to use when choosing and assigning textbooks and other instructional materials. The policy shall include faculty responsibilities and actions faculty may take in selecting and assigning textbooks and other instructional materials. Examples of topics addressed within such a policy include textbook adoption deadlines, faculty ethics rules on personal use/resale of publisher-provided free textbooks, disclosure of personal interest/royalties and textbook ownership of faculty-use books.

1. Has your institution’s board of trustees adopted a textbook selection policy consistent with Ohio Revised Code 3345.025? The Policies and Procedures Handbook (item 1.8) details expectations for the use of self-authored materials. In addition, the University Senate approved a resolution in March 2017 encouraging faculty to submit timely textbook orders.

2. Has your institution adopted a faculty textbook auto-adopted policy that assigns the previous semester’s version of a textbook when a faculty member does not actively select a new edition by the federally-required date of class registration? No.

Please attach the policy in full length and label the file as “[Institution Name – Academic Year – Textbook Selection Policy].”

Time to Degree

Reducing time to degree is one of the most effective ways to reduce student costs. The Task Force offered several recommendations for assisting students in reducing time to degree, including developing an educational campaign to increase student awareness on the importance of maintaining an adequate course load, providing incentives for students to attend full-time and graduate on time. Institutions have also been encouraged to review academic programs to assure the number of hours necessary to earn a degree align with recommended standards.

Standardize Credits
Recommendation 7C of the Task Force was for institutions to streamline graduation requirements so that most bachelor’s degree programs can be completed within 126 credit hours or less, and associate degree programs can be completed within 65 credit hours or less.

Please provide a spreadsheet list of every degree program at your institution that requires more than 65 credit hours to complete and associate degree and/or 126 credit hours to complete a bachelor’s degree, list the number of credit hours required in a separate column and label the file “[Institution Name – Academic Year – Time to Degree Standardization]” Please complete the table below.

<table>
<thead>
<tr>
<th>Percent of Programs that require more than the recommended minimum credit hours to earn a degree</th>
<th>Percent of FTE in programs that require more than the recommended minimum credit hours to earn a degree</th>
</tr>
</thead>
<tbody>
<tr>
<td>14%*</td>
<td>10%*</td>
</tr>
<tr>
<td>Average number of credit hours earned by students awarded an associate degree in FY 19</td>
<td>Average number of credit hours earned by students awarded a baccalaureate degree in FY 19</td>
</tr>
<tr>
<td>84</td>
<td>145</td>
</tr>
</tbody>
</table>

*Note: The vast majority of Ohio State’s undergraduate programs require either the university’s minimum of 121 semester hours or require the amount needed for accreditation. The provided data shows all programs that require more than 126 semester hours — including programs where these requirements are tied to accreditation.

Alternative Delivery Methods

Online and competency-based education are both growing dramatically as delivery platforms for higher education across the United States. Recommendation 7G of the Task Force was for institutions to consider developing or expanding programs that measure student success based on demonstrated competencies instead of through the amount of time students spend studying a subject.

1. Does your institution offer competency-based education? If yes, please provide a list of enrollment, degrees and course offerings.
   - Given Ohio State’s student body, our analysis has been that competency-based education is not the best focus for enhancements. Instead, we are continually focused on refining our curriculum based on the high standards of our incoming students. However, the university is engaging with outside experts to better understand CBE opportunities and explore what role CBE may play in the future at Ohio State.

2. Has your institution seen a difference in completion rates relative to traditional modes of education? N/A

3. Have students experienced cost savings? How is the fiscal impact quantified? N/A

Flexible delivery methods, such as distance learning, provide an opportunity to improve access by providing students with additional opportunities to complete their education. In fact, enrollment in such programs has increased dramatically in recent years.
1. Does your institution offer distance-based or online education? If yes, please provide a list of enrollment, degrees and course offerings.
   - Yes. Ohio State offers online courses to all eligible students, as well as a portfolio of online programs through Ohio State Online. During AY18-19, Ohio State had 54,080 enrollments across 9,021 online offerings, of which 3,652 enrollments were from online programs. Currently, Ohio State has 38 online programs, 28 of which are enrolling in Autumn 2019.

2. Has your institution seen a difference in completion rates relative to traditional modes of education?
   - For graduates of programs offered as both on-ground and online, during 2018-19, Ohio State had 358 on-ground graduate students, taking an average of 5.7 terms (2.4 years) to complete their credential. During the same timeframe, Ohio State had 183 online graduate programs students, taking an average 5.4 terms (2.0 years). At the undergraduate level, there were 404 on-ground graduates, taking an average 4.5 terms (2.5 years) while the 150 undergraduate online programs students took 3.9 terms (2.0 years).

3. Have your students experienced cost savings? How is the fiscal impact quantified?
   - Ohio State Online students do not pay room and board or other expenses associated with on-campus experiences (e.g., parking, COTA). Further, all Ohio State Online students pay the in-state tuition rate. Also, open education resources are leveraged as much as possible across online programs. All students who enroll in an online program pay a $100 term fee (plus $5 for out-of-state students) that supports online exam security tools. Every online program provides a total cost-to-degree estimate at: https://online.osu.edu/tuition-and-fees. Finally, with a net decrease for time-to-degree for online programs students, students are enrolled for fewer terms, which further reduces the total cost.

**Course and Program Evaluation**

Recommendation 8 of the Task Force was for institutions to evaluate courses and programs for enrollment and consideration of continuation. Per O.R.C 3345.35, the colleges and universities need to address this recommendation every five years. The next applicable date is FY22.

Is your institution currently undertaking, or within the past year undertook, a review of course and degree enrollment for consideration of possible changes such as continuation or termination? If yes, please explain and list specific courses and degrees.

| What steps, if any, did your IHE take in FY19 to share courses/programs with partnering institutions? | N/A |
| If you implemented course/program sharing, please discuss efficiencies gained, including cumulative efficiencies to date. |

**Co-located Campuses**
Ohio Revised Code Section 3333.951 requires Ohio's co-located colleges and universities to annually review best practices and shared services in order to improve academic and other services and reduce costs for students. Co-located campuses are then required to report their findings to the Efficiency Advisory Committee. (Reference also recommendation 9 from the Task Force.)

<table>
<thead>
<tr>
<th>Ohio State Campus: Lima</th>
</tr>
</thead>
<tbody>
<tr>
<td>Co-Located Campus: Rhodes State College (Lima)</td>
</tr>
<tr>
<td>Estimated Total Cost Savings From Shared Services: Approximately $1.4 million; no substantive changed from previous year</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Type of Shared Service or Best Practice (IE: Administrative, Academic, etc.)</th>
<th>Please include an explanation of this shared service.</th>
<th>Monetary Impact from Shared Service</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Physical Facilities Operations</strong> (includes physical facilities leadership; grounds keeping; building maintenance and environment services; campus custodial; and scheduling of campus facilities)</td>
<td>Cost sharing for physical facilities leadership, building maintenance and environment services, campus custodial services is done on a building square feet method of calculation. Cost sharing for grounds keeping is done on an aggregate square feet method of calculation. Cost sharing for scheduling of campus facilities is done on a cost-share reconciliation method each quarter.</td>
<td>Estimated savings to university: $904,600</td>
</tr>
<tr>
<td><strong>Academic Support Services</strong> (includes libraries)</td>
<td>Cost sharing for library services for personnel, materials and equipment are done on a campus full time equivalent (FTE) method of calculation. Cost sharing for library collection costs are done by direct cost collections unique to each institution.</td>
<td>Estimated savings to university: $168,300</td>
</tr>
<tr>
<td><strong>Campus Security and Public Safety</strong> (includes public safety administration; traffic management; and police and emergency responses)</td>
<td>Not reported in FY18</td>
<td></td>
</tr>
<tr>
<td><strong>Student Life and Campus Events</strong> (includes student engagement; recreation and intramural sports and athletics)</td>
<td>Cost sharing for the personnel and operation expenses are done on a campus full time equivalent (FTE) method of calculation.</td>
<td>Estimated savings to university: $177,300</td>
</tr>
<tr>
<td><strong>Administrative Services</strong> (includes Office of Advancement and shared marketing agency)</td>
<td>Not reported in FY18</td>
<td></td>
</tr>
<tr>
<td><strong>Auxiliary Services</strong> (includes childcare center, cafeteria and vending services; shared copying and printing services; and campus bookstore / gift shop)</td>
<td>The cafeteria and vending service is outsourced through a contract with external service providers. Cost sharing for contract is done on a full time equivalent (FTE) method of calculation. Cost sharing for shared copying and printing services on a cost-share reconciliation method each quarter. The bookstore and gift shop service is outsourced through a contract with external service providers. Cost sharing for contract is done on a full time equivalent (FTE) method of calculation. Cost sharing of telephone services</td>
<td>Estimated savings to university: $155,800</td>
</tr>
</tbody>
</table>
**Approach and Process to Sharing Services with Co-located Campus**

In accordance with state policy and by mutual accord, the University and the co-located institution share resources and connect programs to benefit the students of both institutions. This collaboration allows for multiple pathways for student education, reducing unnecessary duplication of services, and promotes the effective use of state fiscal, physical, and personnel resources. The University and co-located institution have formal collaboration agreements and partner wherever possible with the goal of heightening academic quality, operational transparency, and economic efficiency.

<table>
<thead>
<tr>
<th>Ohio State Campus: Mansfield</th>
<th>Co-Located Campus: North Central State College</th>
</tr>
</thead>
<tbody>
<tr>
<td>Estimated Total Cost Savings From Shared Services: Approximately $1.44 million; no substantive changes from previous year</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Type of Shared Service or Best Practice (IE: Administrative, Academic, etc.)</th>
<th>Please include an explanation of this shared service.</th>
<th>Monetary Impact from Shared Service</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Physical Facilities Operations</strong> (includes physical facilities leadership; grounds keeping; building maintenance and environment services; campus custodial; and scheduling of campus facilities)</td>
<td>Cost sharing is managed generally by a formula based on assigned square feet for each co-located institution.</td>
<td>Estimated savings to university: $793,900</td>
</tr>
<tr>
<td><strong>Academic Support Services</strong> (includes libraries)</td>
<td>Cost sharing for library services is 55% for the university and 45% for the co-located campus; cost-sharing for internship programming is 50/50 basis.</td>
<td>Estimated savings to university: $128,850</td>
</tr>
<tr>
<td><strong>Campus Security and Public Safety</strong> (includes public safety administration; traffic management; and police and emergency responses)</td>
<td>Cost sharing for public safety admin, traffic management personnel, and police and emergency response services is generally on a 50/50 basis for the University and for the co-located institution.</td>
<td>Estimated savings to university: $159,100</td>
</tr>
<tr>
<td><strong>Student Life and Campus Events</strong> (includes student engagement; recreation and intramural sports and athletics)</td>
<td>Cost sharing for student engagement and recreation and intramural sports is 75% for the University and 25% for the co-located institution. Cost sharing for athletics is based on student participation from each institution and is tracked monthly.</td>
<td>Estimated savings to university: $58,800</td>
</tr>
<tr>
<td><strong>Administrative Services</strong> (includes Office of Advancement and shared marketing agency)</td>
<td>Cost sharing for office of advancement is shared on mutually shared activities/events; cost for institution-specific activities/events are paid by the specific institution; each institution pays for its own personnel. Cost sharing for marketing services is handled based on the share splits and is tracked monthly.</td>
<td>Estimated savings to university: $92,200</td>
</tr>
</tbody>
</table>
sharing for shared marketing “agency” is split 50/50 on mutual shared activities/events and personnel; cost for institution specific activities/events are paid by the specific institution.

<table>
<thead>
<tr>
<th>Auxiliary Services (includes childcare center, cafeteria and vending services; shared copying and printing services; and campus bookstore / gift shop)</th>
<th>Cost for childcare center is supported by revenue generated from user fees and grants. Cafeteria and vending services have proceeds from contracts directed to a Campus Improvement Fund to benefit shared improvements. Cost for shared copying and printing services are managed and paid by the co-located institution and provided on a cost basis to the University.</th>
<th>Estimated savings to university: $202,200</th>
</tr>
</thead>
</table>

### Approach and Process to Sharing Services with Co-located Campus

In accordance with state policy and by mutual accord, the University and the co-located institution share resources and connect programs to benefit the students of both institutions. This collaboration allows for multiple pathways for student education, reducing unnecessary duplication of services, and promotes the effective use of state fiscal, physical, and personnel resources. The University and co-located institution have formal collaboration agreements and partner wherever possible with the goal of heightening academic quality, operational transparency, and economic efficiency.

---

**Ohio State Campus:** Marion  
**Co-located Campus:** Marion Technical College  
**Estimated Total Cost Savings From Shared Services:** Approximately $1.28 million

<table>
<thead>
<tr>
<th>Type of Shared Service or Best Practice (IE: Administrative, Academic, etc.)</th>
<th>Please include an explanation of this shared service.</th>
<th>Monetary Impact from Shared Service</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Physical Facilities Operations</strong> (includes physical facilities leadership; grounds keeping; building maintenance and environment services; campus custodial; and scheduling of campus facilities)</td>
<td>Cost sharing for these services is done using a formula that combines each institution’s on-campus assignable square footage (ASF) and faculty/staff/student full time equivalent (FTE).</td>
<td>Estimated savings to the university of $980,000</td>
</tr>
<tr>
<td><strong>Academic Support Services</strong> (includes libraries)</td>
<td>Cost sharing for library services is done using a formula that combines each institution’s on-campus assignable square footage (ASF) and faculty/staff/student full time equivalent (FTE). Some testing, mental health,</td>
<td>Estimated savings to the university of $113,500</td>
</tr>
</tbody>
</table>
and disabilities services are shared between the institutions on an exchange basis

<table>
<thead>
<tr>
<th>Campus Security and Public Safety</th>
<th>Cost sharing for these services is done using a formula that combines each institution's on-campus assignable square footage (ASF) and faculty/staff/student full time equivalent (FTE).</th>
<th>Estimated savings to the university of $65,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Life and Campus Events</td>
<td>Cost sharing for these services is done using a formula that assigns 75% of the cost to Ohio State Marion and 25% of the cost to Marion Technical College in recognition of comparative use by each institution's students.</td>
<td>Estimated savings to the university of $8,000</td>
</tr>
<tr>
<td>Administrative Services (includes Office of Advancement and shared marketing agency)</td>
<td>Not shared</td>
<td></td>
</tr>
<tr>
<td>Auxiliary Services (includes childcare center, cafeteria and vending services; shared copying and printing services; and campus bookstore / gift shop)</td>
<td>Cost sharing for these services is done using a formula that combines each institution's on-campus assignable square footage (ASF) and faculty/staff/student full time equivalent (FTE).</td>
<td>Estimated savings to the university of $98,000</td>
</tr>
<tr>
<td>Technology Services</td>
<td>Cost sharing for these services is done using a formula that combines each institution's on-campus assignable square footage (ASF) and faculty/staff/student full time equivalent (FTE).</td>
<td>Estimated savings to the university of $17,000</td>
</tr>
<tr>
<td>Approach and Process to Sharing Services with Co-located Campus</td>
<td>In accordance with state policy and by mutual accord, the University and Marion Technical College share resources and connect programs to benefit the students of both institutions. This collaboration allows for multiple pathways for student education, reducing unnecessary duplication of services, and promotes the effective use of state fiscal, physical, and personnel resources. The University and Marion Technical College have formal collaboration agreements and partner wherever possible with the goal of heightening academic quality, operational transparency, and economic efficiency. Resources from both institutions are combined for some infrastructure and building renovation projects.</td>
<td></td>
</tr>
</tbody>
</table>

Ohio State Campus: Newark  
Co-located Campus: Central Ohio Technical College  
Estimated Total Cost Savings From Shared Services: approximately $1.28 million; no substantive change from previous year.
<table>
<thead>
<tr>
<th>Type of Shared Service or Best Practice (IE: Administrative, Academic, etc.)</th>
<th>Please include an explanation of this shared service.</th>
<th>Monetary Impact from Shared Service</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Public Service</strong> (includes conference services)</td>
<td>Cost sharing for conference services is shared on a 50/50 basis.</td>
<td>Estimated savings to university: $1,470</td>
</tr>
<tr>
<td><strong>Physical Facilities Operations</strong> (includes physical facilities leadership; grounds keeping; building maintenance and environment services; campus custodial; and scheduling of campus facilities)</td>
<td>Cost sharing for all of these services is done on a full time equivalent (FTE) method of calculation.</td>
<td>Estimated savings to university: $655,067</td>
</tr>
<tr>
<td><strong>Campus Security and Public Safety</strong> (includes public safety administration; traffic management; and police and emergency responses)</td>
<td>Cost sharing for both these services is done on a full time equivalent (FTE) method of calculation.</td>
<td>Estimated savings to university: $134,400</td>
</tr>
<tr>
<td><strong>Academic Support Services</strong> (includes libraries)</td>
<td>Cost sharing for these services is done on a headcount method of calculation.</td>
<td>Estimated savings to university: $72,799</td>
</tr>
<tr>
<td><strong>Student Life and Campus Events</strong> (includes student engagement; recreation and intramural sports and athletics)</td>
<td>Cost sharing for executive office, office of development, business and finance office, accounting, performing arts, and welcome center is done on a 50/50 method of calculation. Cost sharing for human resources, purchasing, bursar, technology services, marketing and public relations, staff development committee, services center, telecommunications, and telephone services is done on a full time equivalent (FTE) method of calculation.</td>
<td>Estimated savings to university: $157,318</td>
</tr>
<tr>
<td><strong>Auxiliary Services</strong> (includes childcare center, cafeteria and vending services; shared copying and printing services; and campus bookstore / gift shop)</td>
<td>No changes</td>
<td></td>
</tr>
<tr>
<td><strong>Approach and Process to Sharing Services with Co-located Campus</strong></td>
<td>In accordance with state policy and by mutual accord, the University and the co-located institution share resources and connect programs to benefit the students of both institutions. This collaboration allows for multiple pathways for student education, reducing unnecessary duplication of services, and promotes the effective use of state fiscal, physical, and personnel resources. The University and co-located institution have formal collaboration agreements and partner wherever possible with the goal of heightening academic quality, operational transparency, and economic efficiency.</td>
<td></td>
</tr>
</tbody>
</table>
Section III: Policy Reforms

Financial Advising

Recommendation 10A of the Task Force was for institutions to provide financial literacy as a standard part of students’ education. In addition, the Ohio Attorney General’s Student Loan Debt Advisory Group report of June 2017 made a similar recommendation as well as other proposals on how to improve processing of student accounts and debts. The report can be found at: www.ohioattorneygeneral.gov/Files/Publications-Files/Publications-for-Schools/Ohio-Attorney-General-s-Student-Loan-Debt-Collecti.aspx

1. Has your institution considered the Ohio Attorney General’s Student Loan Debt Advisory Group report recommendation on financial literacy? If so, please describe your institution’s implementation.

Yes. Ohio State follows best practices that are responsive to the advisory group recommendations, including in the following areas:

a) Institutions should encourage student financial responsibility.
   - Ohio State students must sign a financial responsibility statement each semester.

b) Ohio colleges and universities should adopt best practices for student financial literacy.
   - Ohio State has a dedicated collection staff that advises and counsels students about their loan repayment options and available options to stay out of default. Customer Service staff and Collection staff advise students of their options with institutional debt.
   - The university publishes its debt collection policy, which includes the role of the Attorney General’s Office. Student loans differ depending on the type of loan and the loan fund (donor). The terms of the loan and collection consequences are outlined in the promissory note the student signs.

   c) Institutions should obtain express prior consent from students to contact them by any available communication method, specifically artificial recorded voice technology systems.
      - As part of Ohio State’s financial responsibility statement, the student agrees that we can contact them by various methods including, but not limited to, cell phone (call & text) and email.

2. Does your institution provide a standard course for incoming students that includes financial literacy education?

   The institution offers an optional Scarlet & Gray Financial Coaching program to students and all students can access iGrad online financial literacy modules. https://swc.osu.edu/services/financial-education/financial-coaching/
   https://osu.igrad.com/

3. Does the course explain the institution’s debt collection practices, fees, notifications and referral process to the AG? N/A
4. Does the institution have a process to inform students that they do not have to accept the entire student loan amount for which they are eligible? Yes.

Financial Aid


The guidance calls for not describing loans as “awards”, including the total cost of attendance in letters, breaking costs down into clear components, avoiding comingling grants, scholarships, loans and work-study together, and always including a net cost calculation in financial aid letters. The State of Ohio also wishes to ensure that financial aid dollars it provides are supplementing financial aid for students, not supplanting dollars that would otherwise be given to a similar or identical student.

1. What strategies does your institutions use to coordinate multiple forms of financial aid (institutional or otherwise) for students that are certain or likely to receive state-sponsored financial aid in the form of OCOG, Choose Ohio First, Ohio National Guard Scholarships, War Orphans Scholarships, etc. or other state aid?

- Ohio State’s financial aid packaging strategy incorporates state aid in the process of determining aid as either estimated or actual awards whenever possible. This allows for a total package that addresses federal, state and institutional aid as accurately as possible and attempts to maximize all aid eligibility in an effort to meet our institutional goals to improve affordability and reduce indebtedness.

2. Which of the April 15, 2019 recommendations made by the USDE regarding financial aid letters has your institution implemented? If you have chosen not to implement a particular recommendation, please explain why.

- There have been multiple updates to the financial aid letters over the last few years. Ohio State’s notifications satisfy the USDE requirements in the following manner:
  - Includes the cost of attendance broken down by component.
  - Grants, scholarships, loans and work study are grouped and identified separately. Including indicating what needs to be repaid and what is earned through work.
  - Sources of aid are clearly titled.
  - Parent PLUS loans are not listed as offer in the initial financial aid notification.
  - Net costs are calculated and provided in the letter.
  - Next steps are included in the initial notification.

- Also, Ohio State’s financial aid notifications that will be sent for 2020-2021 will:
  - Provide additional information on next steps within the financial aid notification.
  - The financial aid notification will not be referred to as an award letter.

Certification Practices
Ohio Revised Code 131.02 requires state IHE's to certify their outstanding debt to the Ohio Attorney General's office (AGO) for collection either 45 days after the amount is due or within 10 days after the start of the next academic session, whichever is later. However, Ohio’s institutions certify their outstanding debt pursuant to varying policies and practices. To ensure that all Ohio students are treated fairly and uniformly, the recommendation #7 of the Student Loan Debt Advisory Group report is that state institutions adopt uniform certification practices that emphasize transparency for both debtors and the AGO. The advisory group recommended that the Ohio Bursars Association, in partnership with the Ohio Association of Community Colleges and the Inter-University Council, facilitate this effort.

Specifically, institutions were asked to develop uniform practices for collecting debt with attention to the type, content, and frequency of notices issued to students; and the fees and other collection costs applied to student debts.

1. Has your institution reviewed its certification practices per the 2017 AG Student Loan Debt Advisory Group report? If yes, explain.
   - Yes, we determined our practices that were already in place met the recommendations.

2. When your institution certifies debt to the Attorney General, are late fees or other penalties that your institution charged to the student included before certification, thereby leading to collection fees applied to prior collection fees?
   - When debt is certified, collection fees are separated from principal thus providing the OAG with the original principal amount and the amount of collection fees. The OAG can then apply collection fees to principal only and avoid collection fees applied to prior collection fees.

3. Does your institution provide student debtors with opportunities for settlement of debt before certification to the AG? If not, has your institution explored options with the AG to allow settlement?
   - Yes, we provide settlement opportunities prior to certification and we have also granted the OAG settlement authority within agreed upon guidelines.

**Section IV: Students Benefit**

When institutions save money, they ideally invest a portion of those savings into student benefits, such as reduced fees, increased institutional aid, quality improvements, etc.

For fiscal year 2019 only, please explain what, if anything, your institution is doing that is a new benefit for your students. Answers may be financial benefits or intangibles such as efforts to improve career counseling, undergraduate teaching, research, etc. If you have targeted financial aid for tuition, fees, room and board, books, technology or other expenses, please explain the focus of cost reduction.

If you have seen a significant savings from an initiative in the past fiscal year, please describe that here.

**Chart #1:**

<table>
<thead>
<tr>
<th>Category</th>
<th>Initiative</th>
<th>FY19 (Actual)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

659
### Cost savings/avoidance to the college/university in FY19 ONLY

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>3A: Campus contracts</td>
<td>$64 million</td>
</tr>
<tr>
<td>4B: Operations review – efficiency savings</td>
<td>$53.8 million</td>
</tr>
<tr>
<td>5E: Data centers</td>
<td>$1.4 million</td>
</tr>
<tr>
<td><strong>Subtotal of Institutional Efficiency Savings</strong></td>
<td><strong>$119.2 million</strong></td>
</tr>
</tbody>
</table>

### New resource generation for the college/university in FY19 ONLY

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>4A: Asset review</td>
<td>$43.6 million (includes annual distributions from energy, Coke, and Nike endowments, as well as one-time payments)</td>
</tr>
<tr>
<td>4C: Affinity partnerships and sponsorships</td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal of New Resource Generation</strong></td>
<td><strong>$43.6 million</strong></td>
</tr>
</tbody>
</table>

### Cost savings/avoidance to students in FY19 ONLY

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>4B: Operations review (President’s Affordability Grants)</td>
<td>$25 million</td>
</tr>
<tr>
<td>4B: Operations review (Land Grant Opportunity Scholarships)</td>
<td>$553,500</td>
</tr>
<tr>
<td>6B: Textbook affordability</td>
<td>$1.2 million</td>
</tr>
<tr>
<td>6C: Digital Flagship</td>
<td>$12.3 million</td>
</tr>
<tr>
<td>7B: Completion grants</td>
<td>$120,900</td>
</tr>
<tr>
<td>7E: Summer programs</td>
<td>$9.2 million</td>
</tr>
<tr>
<td>7B: Tuition Waiver for 18+ credit hours</td>
<td>$325,000</td>
</tr>
<tr>
<td><strong>Subtotal of Student Savings</strong></td>
<td><strong>$48.7 million</strong></td>
</tr>
</tbody>
</table>

### Additional Practices

Some IHE’s may implement practices that make college more affordable and efficient, but which have not been the topic of a specific question in this reporting template. This section invites your institution to share any positive practices you have implemented that benefit student affordability and/or institutional efficiency.

Please share any additional best practices your institution is implementing or has implemented.

- Ohio State continued its focus on operational excellence and resource stewardship, generating $53.8 million in administrative savings in FY19 through efficiency initiatives. These savings are re-deployed to student financial aid programs (specifically the Buckeye Opportunity Grants) and the Digital Flagship program, which provides incoming students with an iPad digital learning suite.

- The university extended its pouring-rights agreement with Coca-Cola for another 15 years. With a total projected value of $84.7 million, the contact provides funds to support student initiatives and strategic priorities, including scholarships, student discovery projects, educational initiatives and internships.
Ohio State continued the Ohio State Tuition Guarantee, providing incoming Ohio resident students with predictability about the cost of a four-year education by freezing tuition, mandatory fees, housing and dining costs for four years. Although not tied to a specific number of credits per semester, this program creates an incentive for students to complete their degree in four years. Exceptions are allowed for students in programs that require more than four years to complete or who face circumstances such as military service, medical emergencies or family emergencies. The class that entered Ohio State in fall 2019 (FY20) is the third under the Tuition Guarantee model.

Completion grants were awarded to 140 students for 2018-2019. These grants go to those who are very near to graduation and in jeopardy of being dropped for non-payment. Each completion grant averaged $864, an amount that allows students to stay in school and work toward completing their degrees. The grants are funded through institutional and donor funds available through the University Innovation Alliance, a collaborative of 11 public research institutions committed to increasing the number and socioeconomic diversity of college graduates.

The university has also approved a new tuition waiver, which started in spring 2019, that will assist students who are taking more than 18 credit hours in a term to complete their degrees or to take advantage of internships or research opportunities. For eligible students who obtain the approval of their academic advisors, these waivers would provide savings of more than $400 per additional credit hour. In Spring 2019, 459 students used the waivers at a savings of more than $325,000.

Section V: Future Goals

This year’s template does not require updates on every recommendation of the Task Force. Nonetheless, it is important that each institution continue to track its progress on achieving its Five-year goals that have been identified in prior years’ submissions. An updated copy of the five-year goal template is attached. Please provide the data to complete the template, including information already provided in Section IV. In addition, if you have any updates or changes that need to be made to your five-year goals submitted in 2016, please update.

See attached MasterRecommendation2.

The DeWine-Husted administration recognizes that each institution of higher education in Ohio faces unique challenges and opportunities with respect to the institution’s highest priority goals over the next several years. With that in mind, please provide any suggestions about possible roles the state could play in supporting your institutional goals.

1. Please provide your thoughts and suggestions regarding ways that the State of Ohio can further support strength, resiliency and reputational excellence in Ohio’s post-secondary education system.
   - Asking for authority to sell real estate via an act of the Board of Trustees (similar to how community colleges can currently) or via the state Controlling Board rather than needing a law change.
2. What legislative obstacles or policy roadblocks, if any, inhibit efficiencies and affordability practices at the IHE’s?
   ➢ Explicitly provide that BOTs can purchase, sell, lease, or grant easements in perpetuity without needing a law change
   ➢ Allow CEO/CFOs to sign financial statements (GASB 14)
   ➢ Allow, in certain circumstances, BOTs to meet by videoconference

Thank you for completing the FY19 Efficiency Reporting Template. We appreciate the important role Ohio’s colleges and universities play in supporting Ohio students, economic growth, world-class research and the overall success for our state.
The Ohio State University established a five-year plan for the years FY16-FY20 to generate a total of at least $400 million to be devoted to access, affordability and excellence. The university has already surpassed the goal of devoting at least $150 million of that total to student financial aid. Savings generated through the 2020 plan are incremental to other cost savings and resource-generation activities.

The following chart aligns specifically with the 2020 plan.

**Efficiency Savings**

<table>
<thead>
<tr>
<th>Category</th>
<th>Recommendation</th>
<th>Component</th>
<th>Description</th>
<th>FY16 (Actual)</th>
<th>FY 2017 (Estimate)</th>
<th>FY 2018 (Actual)</th>
<th>FY 2019 (Estimate)</th>
<th>FY 2020 (Estimate)</th>
<th>FY 2021 (Estimate)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1</td>
<td>Campus contracts</td>
<td>-</td>
<td>Support employees for contract negotiations, for purchasing goods and services</td>
<td>$31,232,000</td>
<td>$28,456,000</td>
<td>$25,977,000</td>
<td>$26,477,000</td>
<td>$27,000,000</td>
<td>$27,500,000</td>
</tr>
<tr>
<td>A2</td>
<td>Collaboration/Partnerships</td>
<td>-</td>
<td>Partner more effectively and strengthen purchasing agreements</td>
<td>$19,425,000</td>
<td>$17,700,000</td>
<td>$14,880,000</td>
<td>$15,320,000</td>
<td>$15,700,000</td>
<td>$16,000,000</td>
</tr>
<tr>
<td>A3</td>
<td>Operations review</td>
<td>-</td>
<td>Conduct an enterprise-wide review that might be more effectively conducted by a regional operating or purchasing entity</td>
<td>$56,000,000</td>
<td>$50,000,000</td>
<td>$48,000,000</td>
<td>$48,000,000</td>
<td>$53,000,000</td>
<td>$53,000,000</td>
</tr>
<tr>
<td>A4</td>
<td>Cost diagnostic</td>
<td>-</td>
<td>Identify key drivers of costs and revenue across the university</td>
<td>$15,000,000</td>
<td>$15,000,000</td>
<td>$15,000,000</td>
<td>$15,000,000</td>
<td>$15,000,000</td>
<td>$15,000,000</td>
</tr>
<tr>
<td>A5</td>
<td>Organizational Structure</td>
<td>-</td>
<td>Maximize organizational structure to free funds and resources to other priority areas and reduce costs</td>
<td>$33,000,000</td>
<td>$33,000,000</td>
<td>$33,000,000</td>
<td>$33,000,000</td>
<td>$33,000,000</td>
<td>$33,000,000</td>
</tr>
<tr>
<td>A6</td>
<td>Health care costs</td>
<td>-</td>
<td>Conduct an analysis of all health care and related costs and evaluate opportunities to streamline and reduce costs</td>
<td>$53,916,000</td>
<td>$53,916,000</td>
<td>$53,916,000</td>
<td>$53,916,000</td>
<td>$53,916,000</td>
<td>$53,916,000</td>
</tr>
</tbody>
</table>

**New Resource Generation**

<table>
<thead>
<tr>
<th>Category</th>
<th>Recommendation</th>
<th>Component</th>
<th>Description</th>
<th>FY16 (Actual)</th>
<th>FY 2017 (Estimate)</th>
<th>FY 2018 (Actual)</th>
<th>FY 2019 (Estimate)</th>
<th>FY 2020 (Estimate)</th>
<th>FY 2021 (Estimate)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1</td>
<td>Alcohol review</td>
<td>-</td>
<td>Examine the potential to generate revenue from existing alcohol outlets and opportunities</td>
<td>$13,000,000</td>
<td>$13,000,000</td>
<td>$13,000,000</td>
<td>$13,000,000</td>
<td>$13,000,000</td>
<td>$13,000,000</td>
</tr>
<tr>
<td>A2</td>
<td>Affinity partnerships and sponsorships</td>
<td>-</td>
<td>Identify opportunities for partnerships to reduce costs</td>
<td>$15,916,000</td>
<td>$15,916,000</td>
<td>$15,916,000</td>
<td>$15,916,000</td>
<td>$15,916,000</td>
<td>$15,916,000</td>
</tr>
</tbody>
</table>

**TOTAL OF COMBINED INSTITUTIONAL OPPORTUNITIES FOR ENHANCED STUDENT AFFORDABILITY**

$16,755,000,000

**SPECIFIC MEASURES TO DEPLOY SAVINGS TO STUDENTS**

The university has implemented a number of cost-saving measures that have been distributed to students in the form of scholarships, grants, and other forms of financial aid. These measures are intended to help students afford the cost of tuition and other fees.

**Significant Change(s) in 5-Year Goals**

Since FY16, Ohio State’s strategic procurement program has produced cumulative savings of $388 million by utilizing the university’s buying power to drive quality enhancements and quality improvements. In FY19, the university saved $64.0 million through strategic procurement components with contracted rates in FY19, with savings remaining within units.

**Efficiency Savings**

- Efficiency savings in FY18 include contributions from colleges and support units that were deposited in efficiency accounts during that fiscal year, however the underlying efficiencies may have occurred in previous years.
- The FY16 efficiency total has been revised to reflect the total to date toward the 2020 Vision goal of $200 million in savings.
- Beyond these savings, the university has introduced the Digital Flagship, a collaboration with Apple that is the largest in higher education history. Efficiencies support this program, which provides each incoming student with an iPad and related technology.
- Since FY15, Ohio State has committed more than $150 million in additional need-based aid for Ohio students, with funding provided through the Ohio First Generation Scholarship Program, President’s Affordability Grants and the Land Grant Opportunity Scholarships.
Project Data Sheet for Board of Trustees Approval

WMC Loading Dock Expansion and Renovation
OSU-200238 (CNI#19000137)

Project Location: Doan Hall

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

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

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

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

- **project delivery method**
  - ☒ construction manager at risk

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

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

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

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

Office of Administration and Planning

November 2019
Project Data Sheet for Board of Trustees Approval

Controlled Environment Food Production Research Complex
OSU-160919 (CNI# 16000011, 17000008, 17000152 & 19000142)

Project Location: Waterman Laboratory

- approval requested and amount
  - professional services $1.4M
  - construction w/contingency $30.8M

- project budget
  - professional services $4.2M
  - construction w/contingency $30.8M
  - total project budget $35.0M

- project funding
  - ☒ university debt
  - ☒ fundraising
  - ☒ university funds
  - ☐ auxiliary funds
  - ☐ state funds

- project schedule
  - BoT professional services approval 06/17
  - design/bidding 10/17 – 03/20
  - BoT construction approval 11/19
  - construction 03/20 – 01/22
  - facility opening 03/22

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

- planning framework
  - a study was completed in 2016 to identify site and program requirements
  - program and estimate reconciliation completed July 2019
  - this project is included in the FY17 - FY20 Capital Investment Plans

- project scope
  - the project will construct a new horticulture greenhouse complex facility that will address urban and traditional food research production
  - the project will be constructed at Waterman Agriculture and Natural Resources Laboratory and will include research, teaching and outreach in a new controlled horticulture environment

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

- project team
  - University project manager: Brandon Shoop
  - AE/design architect: Erdy McHenry Architecture LLC
  - CM at Risk: Corna/Kokosing Construction Co.
Project Data Sheet for Board of Trustees Approval

Lincoln Tower Office Renovations
OSU-190192 (CNI# 18000154, 19000137)

Project Location: Lincoln Tower

- approval requested and amount
  increase professional services and construction

<table>
<thead>
<tr>
<th></th>
<th>Orig</th>
<th>Incr</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>prof services</td>
<td>$0.6M</td>
<td>$0.2M</td>
<td>$0.8M</td>
</tr>
<tr>
<td>construction</td>
<td>$4.4M</td>
<td>$1.8M</td>
<td>$6.2M</td>
</tr>
</tbody>
</table>

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

- project funding
  ☒ auxiliary funds
  ☐ university funds
  ☐ development funds
  ☐ state funds

- project schedule
  BoT prof svc/cons approval 11/18
  design/bidding 12/18 – 10/19
  construction 11/19 – 06/20
  facility opening 06/20

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

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

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

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

- project team
  University project manager: Lance Timmons
  AE/design architect: Shyft Collective Design
  General contract:
Project Data Sheet for Board of Trustees Approval

Wexner Medical Center Inpatient Hospital
OSU-180391 (CNI# 17000099)
Project Location: 10th Avenue / Cannon Drive

- approval requested and amount
  professional services $21.4M
  construction (enablers) $7.8M

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

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

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

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

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

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

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

- project team
  University project manager: Kristin Poldemann
  AE/design architect: Henninger Durham & Richardson
  CM at Risk: Walsh-Turner (joint venture)
Project Data Sheet for Board of Trustees Approval

WMC West Campus Ambulatory Facilities
OSU-180390 (CNI# 13000189, 18000175, 18000156)

Project Location: Kenny Road and Carmack Road

- approval requested and amount
  - professional services (garage/site CDs) $2.5M
  - construction w/contingency (garage) $17.7M

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

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

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

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

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

- project scope
  - o the project will construct a cancer-focused ambulatory facility including a surgical center, proton therapy, and medical office space of approximately 400,000 sf
  - o the proton therapy facility will focus on cutting edge cancer treatments
  - o facilities will include outpatient operating rooms, an endoscopy unit, an urgent care, a pre-anesthesia center, an outpatient diagnostic imaging center, and patient and building support spaces
  - o the project will also include a 640-space parking garage

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

The Ohio State University seeks to acquire from 1619 Highland, LLC, approximately 0.14 acres of improved real property to support the future development of the site contemplated in Framework 2.0. The improvements include a two-story multi-family apartment building comprised of approximately 4,155 square feet (collectively, the “Property”), and is the last parcel needed to assemble an entire block.

Location and Description

The Property is located at 1619 Highland Street. The apartment building is comprised of eight one-bedroom units, all occupied by residential tenants. The site is zoned as a C4 commercial property.

Property History

The property is titled to 1619 Highland, LLC and will be acquired in the name of the state of Ohio for the use and benefit of The Ohio State University. Acquisition will require approval of the State Controlling Board.

Acquisition of Property

Planning, Architecture and Real Estate (PARE) recommends that the 0.14+ acres of improved real property be acquired for a purchase price of $950,000 and under other terms and conditions to be negotiated in the best interest of the university. The source of funding for the acquisition is PARE’s land purchase reserve fund. PARE will operate the property with the goal of replenishing the land purchase reserve prior to redevelopment.
APPROVAL FOR ACQUISITION OF REAL PROPERTY
915 OLENTANGY RIVER ROAD
COLUMBUS, FRANKLIN COUNTY, OHIO
BOARD BACKGROUND

Background

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

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

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

Location and Description

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

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

Purchase of Property

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

<table>
<thead>
<tr>
<th>Establishment of Named Endowed Fund (University)</th>
<th>Amount Establishing Endowment</th>
<th>Total Commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Robert H. Knabe Scholarship Fund</td>
<td>$860,000.00</td>
<td>$860,000.00</td>
</tr>
<tr>
<td>Established as a quasi-endowment November 21, 2019, with a fund transfer by the College of Dentistry of an unrestricted gift from the estate of Edna Alice Knabe to honor her deceased husband, Robert H. Knabe (DDS 1960); used to provide one or more scholarships to students who are enrolled in the College of Dentistry.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Burghes Endowment Fund</td>
<td>$500,000.00</td>
<td>$500,000.00</td>
</tr>
<tr>
<td>Established as a quasi-endowment November 21, 2019, with a fund transfer by the Department of Biological Chemistry and Pharmacology; used at the discretion of the chair of the department.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dorothy A. Feldkamp Student Assistance Fund for the College of Optometry</td>
<td>$425,790.00</td>
<td>$425,790.00</td>
</tr>
<tr>
<td>Established as a quasi-endowment November 21, 2019, with a fund transfer by the College of Optometry of an estate gift from Dorothy A. Feldkamp; used to provide a rotating fund for student assistance. It was the donor’s hope and request that the college use the fund in the form of a loan fund so that the recipients repay what they receive to make funds available to others on a continuing basis.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mechanical Engineering Fund</td>
<td>$125,020.00</td>
<td>$125,020.00</td>
</tr>
<tr>
<td>Established as a quasi-endowment November 21, 2019, with a fund transfer by the College of Engineering of a gift from the Paul Recknagel Trust; used to support mechanical engineering in the Department of Mechanical and Aerospace Engineering.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Associate Professor in History Research Award Fund</td>
<td>$105,261.37</td>
<td>$105,261.37</td>
</tr>
<tr>
<td>Established as a quasi-endowment November 21, 2019, with a fund transfer of royalties by the College of Arts and Sciences; used to support an annual award to an associate professor in the college, Department of History. The award is intended to be used to advance a research project that will prepare an associate professor for promotion to the rank of full professor.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Change in Description and Name of Named Endowed Fund (University)

From: The R. Reid and Grace H. Vance Logan Elm Press Education Fund
To: The R. Reid and Grace H. Vance Printmaking Education Fund

Change in Description of Named Endowed Fund (University)

Jim Hopper Memorial Undergraduate Research Endowment Fund

Welding Engineering Alumni Scholarship Fund

Establishment of Named Endowed Chair (Foundation)
Corrine Frick Research Chair in Heart Failure and Arrhythmia
Established November 21, 2019, with a gift from Bob and Corrine Frick; used to support a research chair position in the specialty of heart failure and arrhythmia in the Davis Hearth & Lung Research Institute whose research efforts support the work within the Bob and Corrine Frick Center for Heart Failure and Arrhythmia. The position shall be held by a nationally or internationally recognized researcher and physician or PhD faculty member.

Establishment of Named Endowed Professorship (Foundation)

Dr. Melvin L. Morris Endowed Professorship in Inorganic Chemistry
Established November 21, 2019, with estate gifts from Dr. Melvin L. Morris (BS 1951, MS 1955, PhD 1958); used for a professorship in inorganic chemistry.

Eric Byron Fix-Monda Endowed Professorship
Established November 21, 2019, with gifts from Keith Monda (BS 1968, MA 1971) and Linda Monda; used for a professorship in behavioral finance and economics. It is the donors’ preference that the appointee has global perspective and that they will be committed to embracing and encouraging students to seek experiences that prepare them to be citizens of the world.

Establishment of Named Endowed Fund (Foundation)

The Bonnie and Albert Van Fossen Endowment Fund for the Chadwick Arboretum & Learning Gardens
Established November 21, 2019, with an estate gift from Dr. Albert W. Van Fossen (BS 1949, MD 1954); used for necessary expenses to enhance the landscape and natural beauty of the university through the Chadwick Arboretum & Learning Gardens. It is the donor’s intention to provide for the creation of new gardens or new developments in existing gardens. Expenses may include, but are not limited to, plant materials, hardscape, masonry, sculptures and other artwork, and professional advice and services at the discretion of the director of the arboretum. The annual distribution is not intended to be a substitute for expenses the University would be responsible for in the normal course of business (budgetary support for the Arboretum, landscaping for new building projects, etc.).

Rattan Lal Endowment Fund for the Carbon Management and Sequestration Center
Established November 21, 2019, with gifts from Dr. Rattan Lal (PhD 1968); reinvested in the endowment principal for three years after the fund is established, at the discretion of the highest ranking official in the College of Food, Agricultural, and Environmental Sciences or his/her designee. Thereafter, used to support the work of the Carbon Management and Sequestration Center, or related activities, limited to programming, research, salaries, and fellowships focused on sustainable management of soil resources for food and climate.
Dr. Michael W. Rohovsky Veterinary Scholarship Fund
Established November 21, 2019, with a gift from Dr. Michael W. Rohovsky (DVM 1960, MS 1965, PhD 1967); used to provide one or more scholarships to fourth year students who are pursuing their Doctor of Veterinary Medicine in the College of Veterinary Medicine with preference given to students planning to pursue a Master’s or PhD in a veterinary-related field and who have displayed interest in research by participating in the summer research program or other similar programs. It is the donor’s desire to provide as significant financial support as possible to one eligible recipient. Any remaining distribution shall be used to provide as significant financial support as possible to additional eligible recipients.

$497,622.72

The O. Lynn Deniston Scholarship Endowment Fund in Animal Science
Established November 21, 2019, with an estate gift from Dr. O. Lynn Deniston (BS 1954); provides renewable scholarship support to one or more undergraduate students enrolled in the College of Food, Agricultural, and Environmental Sciences with preference given to students majoring in Animal Science.

$250,000.00

Martha S. Pitzer Center for Women, Children, and Youth Endowment Fund
Established November 21, 2019, with gifts from the Pitzer Family Foundation; used to support the Martha S. Pitzer Center for Women, Children, and Youth.

$100,050.00

Greek Programming Board Community Fund
Established November 21, 2019, with gifts from the Greek Programming Board; used to support education, leadership, programming, and scholarships for the sorority and fraternity community.

$100,000.00

Russell M. Pitzer Supercomputer Support Fund
Established November 21, 2019, with a gift from the Pitzer Family Foundation; used to support the use of equipment and technology at the Ohio Supercomputer Center. Expenditures may include, but are not limited to research, using available hardware and software, and training. If at any time the center ceases to exist, the annual distribution may be used for similar research and learning purposes in the Department of Chemistry and Biochemistry.

$100,000.00

Swanson-Harbage International Scholarship Fund
Established November 21, 2019, with gifts from Robin Harbage (MBA, 1979) and Katherin Swanson-Harbage (MA 1980) and University matching gifts as part of the Joseph A. Alutto Global Leadership Initiative; used to provide scholarship(s) to undergraduate or graduate students enrolled in the Max M. Fisher College of Business to support critical, action-based, learning experiences around the world.

$100,000.00

James F. Valentine and Valentine Family Endowment Fund
Established November 21, 2019, with a gift from James Frederick Valentine (BS 1984); used to provide one or more renewable scholarship(s) to undergraduate students who are enrolled in the College of Engineering and are studying in the Department of Electrical and Computer Engineering. Candidates must demonstrate financial need and leadership abilities and have experience volunteering in the community. Preference shall be given to candidates who graduated from a high school in Hamilton County, Ohio. It is the donor’s desire to provide as significant financial support as possible to one eligible recipient. Any remaining distribution shall be used to provide as significant financial support as possible to additional eligible recipients.

$100,000.00
Larry Robertson Endowed Fund
Established November 21, 2019, with gifts from Dr. Pamela L. Boner (PhD 1997), Dr. Larry W. Robertson and Janet E. Robertson (BS 1984); used to support travel and other related expenses necessary for graduate students in the College of Pharmacy, Division of Medicinal Chemistry and Pharmacognosy to attend professional conferences and student stipends.

$58,974.44 $58,974.44

The Steven R. Meadows M.D. Resident Global Mission Fund
Established November 21, 2019, with gifts from Julie P. Meadows (MA 1996); used for the cost of travel, equipment, supplies for medical outreach/missions by Ophthalmology medical students, residents and fellows providing medical education and/or care to foreign or United States communities.

$58,390.00 $58,390.00

LGBT Leadership Scholarship Fund in Medicine
Established November 21, 2019, with gifts from medical alumni of the College of Medicine and friends; used to provide scholarships to medical student(s) enrolled in the college. Candidates must demonstrate academic merit or financial need and leadership qualities. It is the donors' desire that the scholarships be awarded with particular attention to, but not limited to, students who either identify as a member of or have shown a strong positive commitment to the lesbian, gay, bi-sexual and transgender (LGBT) community.

$58,414.16 $58,414.16

Edda W. Keyserling Scholarship Fund
Established November 21, 2019, with gifts from Edda W. Keyserling (BS 1965); used to provide tuition scholarships for out-of-state students enrolled in the College of Education and Human Ecology who are studying education.

$54,250.00 $54,250.00

The Medical Class of 1979 Scholarship Endowed Fund
Established November 21, 2019, with gifts from members of the medical class of 1979, friends, family, and colleagues; used to provide one or more scholarships to medical students in the College of Medicine who demonstrate financial need and are in good academic standing.

$51,070.00 $51,070.00

James and Sharon Doyle Endowed Scholarship Fund
Established November 21, 2019, with gifts from James (BS 1968, MBA 1969) and Sharon (BS 1966) Doyle; divided equally between the Max M. Fisher College of Business, the College of Education and Human Ecology, and the College of Engineering and used to provide need-based tuition support to undergraduate students.

$50,005.50 $50,005.50

Joe “Pops” Allen Wrestling Scholarship Fund
Established November 21, 2019, with gifts from Douglas Allen and Nanci J. Allen; used to supplement the grant-in-aid costs of an undergraduate student-athlete who is a member of the wrestling team.

$50,000.00 $100,000.00
The Todd and Kelly Kranz Leadership Fund in Food, Agricultural, and Environmental Sciences
Established November 21, 2019, with gifts from D. Todd Kranz (BS 1983) and Kelly J. Kranz (BS 1983); used to provide a renewable scholarship to an undergraduate student ranked as a junior or senior, or a graduate student who is enrolled in the College of Food, Agricultural, and Environmental Sciences, majoring or minoring in Agricultural Business and/or Animal Sciences and involved in a leadership position in one or more student organizations. First preference shall be given to candidates who are members of the Alpha Gamma Sigma Fraternity.

The Charles and Susan Newirth Innovation Fund in Moving Image Production
Established November 21, 2019, with gifts from Charles Newirth (BA 1977) and Susan Newirth; used to provide one or more scholarships to students in Moving Image Production or successor program. Preference shall be given to students who demonstrate financial need. If no students meet the selection criteria, the scholarship will be open to all students who are enrolled in the College of Arts and Sciences. Scholarships may be used for, but are not limited to, experiential learning opportunities including internships, research projects, and scholarly travel.

The Thomas and Frances Scono Endowed Fund
Established November 21, 2019, with gifts from Thomas E. Scono (BS 1980) and Frances C. Scono (BS 1980); used to provide renewable scholarships to students enrolled in the Doctor of Pharmacy program (PharmD) who have demonstrated an interest in pursuing retail independent pharmacy or hospital pharmacy.

The Jonathan S. Sparer, FAIA, Endowment Fund
Established November 21, 2019, with gifts from Jonathan “Jon” S. Sparer, FAIA (BS 1977). Jon, who wishes to support the LGBTQ community, is passionate about community service to advance the causes of individuals and diverse groups; used to provide scholarships to students who are enrolled in the Architecture Section of the Austin E. Knowlton School of Architecture who have demonstrated experience in or commitment to working with LGBTQ organizations or to promoting the needs of LGBTQ individuals and participating in one of the school's travel programs. Secondarily, those eligible will be selected based upon leadership potential, academic standing and financial need.

Change in Description of Named Endowed Fund (Foundation)
Adrienne and Sidney Chafetz Endowment Fund

<table>
<thead>
<tr>
<th>Total</th>
<th>$11,269,196.35</th>
</tr>
</thead>
</table>

*Amounts establishing endowments as of October 31, 2019.
The Board of Trustees of The Ohio State University shall establish the Dr. Robert H. Knabe Scholarship Fund, as a quasi-endowment, effective November 21, 2019, with a fund transfer by the College of Dentistry of an unrestricted gift from the estate of Edna Alice Knabe to honor her deceased husband, Robert H. Knabe (DDS 1960).

The annual distribution from this fund provides one or more scholarships to students who are enrolled in the College of Dentistry. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the college, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest ranking official in the College of Dentistry or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University’s costs of development and fund management.

It is the desire of the College of Dentistry that the quasi-endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University may modify the purpose of this fund, in consultation with the unit named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University, may modify the purpose of this fund. The University shall consult the highest ranking official in the college or his/her designee to identify a similar purpose consistent with the original intent of the unit. Modifications to endowed funds shall be approved by the University’s Board of Trustees, in accordance with the policies of the University.
Burghes Endowment Fund

The Board of Trustees of The Ohio State University shall establish the Burghes Endowment Fund, as a quasi-endowment, effective November 21, 2019, with a fund transfer by the Department of Biological Chemistry and Pharmacology.

The annual distribution from this fund shall be used at the discretion of the chair of the Department of Biological Chemistry and Pharmacology. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the College of Medicine.

The highest ranking official in the College of Medicine or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University’s costs of development and fund management.

It is the desire of the Department of Biological Chemistry and Pharmacology that the quasi-endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University may modify the purpose of this fund, in consultation with the unit named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University, may modify the purpose of this fund. The University shall consult the highest ranking official in the College of Medicine or his/her designee to identify a similar purpose consistent with the original intent of the unit. Modifications to endowed funds shall be approved by the University’s Board of Trustees, in accordance with the policies of the University.
Dorothy A. Feldkamp Student Assistance Fund for the College of Optometry

The Board of Trustees of The Ohio State University shall establish the Dorothy A. Feldkamp Student Assistance Fund for the College of Optometry, as a quasi-endowment, effective November 21, 2019, with a fund transfer by the College of Optometry of an estate gift from Dorothy A. Feldkamp.

The annual distribution from this fund provides a rotating fund for student assistance. It was the donor’s hope and request that the College of Optometry use the fund in the form of a loan fund so that the recipients repay what they receive to make funds available to others on a continuing basis. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the college, in consultation with Student Financial Aid.

The Ohio State University’s mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest ranking official in the College of Optometry or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University’s costs of development and fund management.

It is the desire of the College of Optometry that the quasi-endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University may modify the purpose of this fund, in consultation with the college named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University, may modify the purpose of this fund. The University shall consult the highest ranking official in the college or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University’s Board of Trustees, in accordance with the policies of the University.
Mechanical Engineering Fund

The Board of Trustees of The Ohio State University shall establish the Mechanical Engineering Fund, as a quasi-endowment, effective November 21, 2019, with a fund transfer by the College of Engineering of a gift from the Paul Recknagel Trust.

The annual distribution from this fund supports mechanical engineering in the Department of Mechanical and Aerospace Engineering. Expenditures shall be approved in accordance with the current guidelines and procedures established by the College of Engineering.

The highest ranking official in the College of Engineering or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the College of Engineering that the quasi-endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University may modify the purpose of this fund, in consultation with the unit named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University, may modify the purpose of this fund. The University shall consult the highest ranking official in the college or his/her designee to identify a similar purpose consistent with the original intent of the unit. Modifications to endowed funds shall be approved by the University's Board of Trustees, in accordance with the policies of the University.
Associate Professor in History Research Award Fund

The Board of Trustees of The Ohio State University shall establish the Associate Professor in History Research Award Fund, as a quasi-endowment, effective November 21, 2019, with a fund transfer of royalties by the College of Arts and Sciences.

The annual distribution from this fund supports an annual award to an associate professor in the College of Arts and Sciences, Department of History. The award is intended to be used to advance a research project that will prepare an associate professor for promotion to the rank of full professor. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the college.

The highest ranking official in the College of Arts and Sciences or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University’s costs of development and fund management.

It is the desire of the College of Arts and Sciences that the quasi-endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University may modify the purpose of this fund, in consultation with the unit named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University, may modify the purpose of this fund. The University shall consult the highest ranking official in the college or his/her designee to identify a similar purpose consistent with the original intent of the unit. Modifications to endowed funds shall be approved by the University’s Board of Trustees, in accordance with the policies of the University.
The R. Reid and Grace H. Vance Printmaking Education Fund

The R. Reid and Grace H. Vance Logan Elm Press Education Fund was established April 4, 2008, by the Board of Trustees of The Ohio State University with gifts from Grace Vance in memory of her husband. Effective November 21, 2019, the fund name and description shall be revised.

The Logan Elm Press, a joint collaboration between the College of Arts and Sciences and University Libraries, was founded in 1978 with a mission to facilitate teaching and learning experiences around the art of printmaking. The press suspended operations in 2015 and formally closed in 2019. The Department of Art will continue to support scholarly and instructional experiences in printmaking.

The annual distribution from this fund shall be designated to the Department of Art to be used at the discretion of the department's chair or his/her designee for the art of printmaking. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the College of Arts and Sciences.

The highest ranking official in the College of Arts and Sciences or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University’s costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University reserves the right to modify the purposes of this fund, however, in consultation with the donor named above, or if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University’s charitable purposes. In seeking such modification, the University shall consult the highest ranking official in the College of Arts and Sciences or his/her designee. Modifications to endowed funds shall be approved by the University’s Board of Trustees, in accordance with the policies of the University.
Jim Hopper Memorial Undergraduate Research Endowment Fund

The Board of Trustees of The Ohio State University shall establish the Jim Hopper Memorial Undergraduate Research Endowment Fund, as a quasi-endowment, effective August 30, 2019, with gifts from friends and family, and a fund transfer by the College of Arts and Sciences, Department of Molecular Genetics. Effective November 21, 2019, the fund description shall be revised.

The annual distribution from this fund shall be used to provide student support for undergraduate research within the College of Arts and Sciences, Department of Molecular Genetics. Recipients shall be selected in accordance with the then current guidelines and procedures for student support established by the college, in consultation with Student Financial Aid. Support is renewable as long as the recipients are in good standing with the University and meet the selection criteria.

The Ohio State University’s mission and admissions policy supports educational diversity. The University may modify any criteria used to select student support recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest ranking official in the College of Arts and Sciences or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University’s costs of development and fund management.

It is the desire of the donors and the College of Arts and Sciences, Department of Molecular Genetics that the quasi-endowment established herein should benefit the University in perpetuity. The University may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University, may modify the purpose of this fund with approval from the Ohio Attorney General. The University shall consult the highest ranking official in the college or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University’s Board of Trustees, in accordance with the policies of the University.
The Welding Engineering Alumni Scholarship Fund was established May 14, 2010 by the Board of Trustees of The Ohio State University with gifts from alumni and friends including gifts made in memory of Professor J. R. Stitt from his daughter Ethel Stitt Ekland of Tacoma, Washington and Jeffrey W. Post (BWE 1966) of San Antonio, Texas. Effective November 21, 2019, the fund description shall be revised.

J. Ray Stitt was a very early instructor in the University’s welding engineering program before it became a department. He later went on to prominence as an expert in the flame straightening field.

The annual distribution from this fund provides merit-based scholarships for students who are enrolled in the College of Engineering and majoring in welding engineering. A portion of this financial aid will be awarded in the name of J. R. Stitt. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the college, in consultation with Student Financial Aid.

The Ohio State University’s mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest ranking official in the College of Engineering or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University’s costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University, may modify the purpose of this fund. The University shall consult the highest ranking official in the College of Engineering or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University’s Board of Trustees, in accordance with the policies of the University.
Corrine Frick Research Chair in Heart Failure and Arrhythmia

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Corrine Frick Research Chair in Heart Failure and Arrhythmia effective November 21, 2019, with a gift from Bob and Corrine Frick.

The annual distribution from this fund shall be used to support a research chair position in the specialty of heart failure and arrhythmia in the Davis Hearth & Lung Research Institute whose research efforts support the work within the Bob and Corrine Frick Center for Heart Failure and Arrhythmia. The position shall be held by a nationally or internationally recognized researcher and physician or PhD faculty member. Appointment to the position shall be made by the University’s Board of Trustees and is reviewed no less than every four years by the dean of the College of Medicine to determine compliance with the intent of the donors as well as the academic and research standards of the University.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Medicine or his/her designee.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University’s costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, in consultation with the donors named above, or if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University’s charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Medicine or his/her designee. Modifications to endowed funds shall be approved by the University’s Board of Trustees and the Foundation’s Board of Directors, in accordance with the policies of the University and Foundation.
Dr. Melvin L. Morris Endowed Professorship in Inorganic Chemistry

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Dr. Melvin L. Morris Endowed Professorship in Inorganic Chemistry effective November 21, 2019, with estate gifts from Dr. Melvin L. Morris (BS 1951, MS 1955, PhD 1958).

The annual distribution from this fund shall be used for a professorship in inorganic chemistry. The position holder shall be appointed and reviewed in accordance with the current guidelines and procedures for faculty appointment.

The highest ranking official in the College of Arts and Sciences or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University’s costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Arts and Sciences or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.
The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Eric Byron Fix-Monda Endowed Professorship effective November 21, 2019, with gifts from Keith Monda (BS 1968, MA 1971) and Linda Monda.

The annual distribution from this fund shall be used for a professorship in behavioral finance and economics. Appointment to the position shall be recommended to the provost by the dean of the Max M. Fisher College of Business and the executive dean of the College of Arts and Sciences and approved by the University’s Board of Trustees. The activities of the professorship shall be reviewed no less than every four years to determine compliance with the intent of the donors as well as the academic and research standards of the University. It is the donors’ preference that the appointee has global perspective and that they will be committed to embracing and encouraging students to seek experiences that prepare them to be citizens of the world.

The dean of the Max M. Fisher College of Business and the executive dean of the College of Arts and Sciences or their designees have the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University’s costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the dean of the Max M. Fisher College of Business and the executive dean of the College of Arts and Sciences or their designees to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University’s Board of Trustees and the Foundation’s Board of Directors, in accordance with the policies of the University and Foundation.
The Bonnie and Albert Van Fossen Endowment Fund for the Chadwick Arboretum & Learning Gardens

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish The Bonnie and Albert Van Fossen Endowment Fund for the Chadwick Arboretum & Learning Gardens effective November 21, 2019, with an estate gift from Dr. Albert W. Van Fossen (BS 1949, MD 1954).

The annual distribution from this fund shall be used for necessary expenses to enhance the landscape and natural beauty of the University through the Chadwick Arboretum & Learning Gardens. It is the donor’s intention to provide for the creation of new gardens or new developments in existing gardens. Expenses may include, but are not limited to, plant materials, hardscape, masonry, sculptures and other artwork, and professional advice and services at the discretion of the director of the arboretum. The annual distribution is not intended to be a substitute for expenses the University would be responsible for in the normal course of business (budgetary support for the Arboretum, landscaping for new building projects, etc.). Expenditures shall be approved in accordance with the then current guidelines and procedures established by the College of Food, Agricultural, and Environmental Sciences.

The highest ranking official in the College of Food, Agricultural, and Environmental Sciences or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University’s costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Food, Agricultural, and Environmental Sciences or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University’s Board of Trustees and the Foundation’s Board of Directors, in accordance with the policies of the University and Foundation.
Rattan Lal Endowment Fund for the Carbon Management and Sequestration Center

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Rattan Lal Endowment Fund for the Carbon Management and Sequestration Center effective November 21, 2019, with gifts from Dr. Rattan Lal (PhD 1968).

Annual distribution shall be reinvested in the endowment principal for three years after the fund is established, at the discretion of the highest ranking official in the College of Food, Agricultural, and Environmental Sciences or his/her designee. Thereafter, the annual distribution shall support the work of the Carbon Management and Sequestration Center, or related activities, limited to programming, research, salaries, and fellowships focused on sustainable management of soil resources for food and climate. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the college.

If the gifted principal balance of the fund reaches the required minimum at that time to endow a fellowship, professorship or chair position, the fund may be revised at that time, at the discretion of the highest ranking official in the college or his/her designee. If the fund is revised, it shall be named in honor of Dr. Rattan Lal.

The highest ranking official in the College of Food, Agricultural, and Environmental Sciences or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University’s costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Food, Agricultural, and Environmental Sciences or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University’s Board of Trustees and the Foundation’s Board of Directors, in accordance with the policies of the University and Foundation.
Dr. Michael W. Rohovsky Veterinary Scholarship Fund

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Dr. Michael W. Rohovsky Veterinary Scholarship Fund effective November 21, 2019, with a gift from Dr. Michael W. Rohovsky (DVM 1960, MS 1965, PhD 1967).

The annual distribution from this fund provides one or more scholarships to fourth year students who are pursuing their Doctor of Veterinary Medicine in the College of Veterinary Medicine. Preference will be given to students planning to pursue a Master’s or PhD in a veterinary-related field and who have displayed interest in research by participating in the summer research program or other similar programs. It is the donor’s desire to provide as significant financial support as possible to one eligible recipient. Any remaining distribution shall be used to provide as significant financial support as possible to additional eligible recipients. If no students meet the selection criteria, the scholarship(s) will be open to all fourth year students enrolled in the college. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the college, in consultation with Student Financial Aid.

The Ohio State University’s mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest ranking official in the College of Veterinary Medicine or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University’s costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Veterinary Medicine or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University’s Board of Trustees and the Foundation’s Board of Directors, in accordance with the policies of the University and Foundation.
The O. Lynn Deniston Scholarship Endowment Fund in Animal Science

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish The O. Lynn Deniston Scholarship Endowment Fund in Animal Science effective November 21, 2019, with an estate gift from Dr. O. Lynn Deniston (BS 1954).

The annual distribution from this fund provides renewable scholarship support to one or more undergraduate students enrolled in the College of Food, Agricultural, and Environmental Sciences with preference given to students majoring in Animal Science. Recipients will be selected by the chair of the Department of Animal Sciences, or his/her designee and approved by the college’s dean, in consultation with Student Financial Aid.

The Ohio State University’s mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest ranking official in the College of Food, Agricultural, and Environmental Sciences or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University’s costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Food, Agricultural, and Environmental Sciences or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.
Martha S. Pitzer Center for Women, Children, and Youth Endowment Fund

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Martha S. Pitzer Center for Women, Children, and Youth Endowment Fund effective November 21, 2019, with gifts from the Pitzer Family Foundation.

The annual distribution from this fund supports the Martha S. Pitzer Center for Women, Children, and Youth. Expenditures shall be recommended by the director of the center or his/her designee and approved by the dean of the College of Nursing or his/her designee.

The highest ranking official in the College of Nursing or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University’s costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Nursing or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University’s Board of Trustees and the Foundation’s Board of Directors, in accordance with the policies of the University and Foundation.
Greek Programming Board Community Fund

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Greek Programming Board Community Fund effective November 21, 2019, with gifts from the Greek Programming Board.

The annual distribution from this fund supports education, leadership, programming, and scholarships for the sorority and fraternity community. Expenditures shall be approved in accordance with the then current guidelines and procedures established by Student Life. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the Student Life, in consultation with Student Financial Aid.

The Ohio State University’s mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest ranking official in the office of Student Life or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University’s costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the office of Student Life or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University’s Board of Trustees and the Foundation’s Board of Directors, in accordance with the policies of the University and Foundation.
Russell M. Pitzer Supercomputer Support Fund

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Russell M. Pitzer Supercomputer Support Fund effective November 21, 2019, with a gift from the Pitzer Family Foundation.

The annual distribution from this fund supports the use of equipment and technology at the Ohio Supercomputer Center. Expenditures may include, but are not limited to research, using available hardware and software, and training. If at any time the center ceases to exist, the annual distribution may be used for similar research and learning purposes in the Department of Chemistry and Biochemistry. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the College of Arts and Sciences.

The highest ranking official in the College of Arts and Sciences or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University’s costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Arts and Sciences or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University’s Board of Trustees and the Foundation’s Board of Directors, in accordance with the policies of the University and Foundation.
The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Swanson-Harbage International Scholarship Fund effective November 21, 2019, with gifts from Robin Harbage (MBA, 1979) and Katherin Swanson-Harbage (MA 1980) and University matching gifts as part of the Joseph A. Alutto Global Leadership Initiative.

The annual distribution from this fund provides scholarship(s) to undergraduate or graduate students enrolled in the Max M. Fisher College of Business to support critical, action-based, learning experiences around the world. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the college, in consultation with Student Financial Aid.

The Ohio State University’s mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest ranking official in the Max M. Fisher College of Business or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University’s costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the Max M. Fisher College of Business or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University’s Board of Trustees and the Foundation’s Board of Directors, in accordance with the policies of the University and Foundation.
James F. Valentine and Valentine Family Endowment Fund

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the James F. Valentine and Valentine Family Endowment Fund effective November 21, 2019, with a gift from James Frederick Valentine (BS 1984).

The annual distribution from this fund provides one or more scholarship(s) to undergraduate students who are enrolled in the College of Engineering and are studying in the Department of Electrical and Computer Engineering. Candidates must demonstrate financial need and leadership abilities and have experience volunteering in the community. Preference shall be given to candidates who graduated from a high school in Hamilton County, Ohio. If no students meet the selection criteria, the scholarship(s) will be open to all students who are enrolled in the college. Scholarship(s) are renewable as long as recipients remain in good academic standing. It is the donor's desire to provide as significant financial support as possible to one eligible recipient. Any remaining distribution shall be used to provide as significant financial support as possible to additional eligible recipients. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the college, in consultation with Student Financial Aid.

The Ohio State University’s mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest ranking official in the College of Engineering or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University’s costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Engineering or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University’s Board of Trustees and the Foundation’s Board of Directors, in accordance with the policies of the University and Foundation.
Larry Robertson Endowed Fund

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Larry Robertson Endowed Fund effective November 21, 2019, with gifts from Dr. Pamela L. Boner (PhD 1997), Dr. Larry W. Robertson and Janet E. Robertson (BS 1984).

The annual distribution from this fund supports travel and other related expenses necessary for graduate students in the College of Pharmacy, Division of Medicinal Chemistry and Pharmacognosy to attend professional conferences and student stipends. Expenditures shall be recommended by the chair of the division and approved by the dean of the college.

The highest ranking official in the College of Pharmacy or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University’s costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Pharmacy or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University’s Board of Trustees and the Foundation’s Board of Directors, in accordance with the policies of the University and Foundation.
The Steven R. Meadows M.D. Resident Global Mission Fund

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish The Steven R. Meadows M.D. Resident Global Mission Fund effective November 21, 2019, with gifts from Julie P. Meadows (MA 1996).

The annual distribution from this fund shall be used for the cost of travel, equipment, supplies for medical outreach/missions by Ophthalmology medical students, residents and fellows providing medical education and/or care to foreign or United States communities. Expenditures shall be recommended by the chair of the Department of Ophthalmology or his/her designee and approved by the dean of the College of Medicine or his/her designee.

The highest ranking official in the College of Medicine or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University’s costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Medicine or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University’s Board of Trustees and the Foundation’s Board of Directors, in accordance with the policies of the University and Foundation.
LGBT Leadership Scholarship Fund in Medicine

The Board of Trustees of The Ohio State University shall establish the LGBT Leadership Scholarship Fund in Medicine effective November 21, 2019, with gifts from medical alumni of the College of Medicine and friends.

The annual distribution from this fund provides scholarships to medical student(s) enrolled in the College of Medicine. Candidates must demonstrate academic merit or financial need and leadership qualities. It is the donors’ desire that the scholarships be awarded with particular attention to, but not limited to, students who either identify as a member of or have shown a strong positive commitment to the lesbian, gay, bi-sexual and transgender (LGBT) community. Scholarship recipients shall be selected by the college’s scholarship committee, in consultation with Student Financial Aid and the college’s dean or his/her designee.

The Ohio State University’s mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest ranking official in the College of Medicine or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University’s costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Medicine or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University’s Board of Trustees and the Foundation’s Board of Directors, in accordance with the policies of the University and Foundation.
Edda W. Keyserling Scholarship Fund

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Edda W. Keyserling Scholarship Fund effective November 21, 2019, with gifts from Edda W. Keyserling (BS 1965).

The annual distribution from this fund provides tuition scholarships for out-of-state students enrolled in the College of Education and Human Ecology who are studying education. Recipients will be selected by the college’s scholarship committee, in consultation with Student Financial Aid.

The Ohio State University’s mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

Per the request of the Donor, the University agrees that the unused distribution from this endowed fund shall be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University’s costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Education and Human Ecology or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University’s Board of Trustees and the Foundation’s Board of Directors, in accordance with the policies of the University and Foundation.
The Medical Class of 1979 Scholarship Endowed Fund

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish The Medical Class of 1979 Scholarship Endowed Fund effective November 21, 2019, with gifts from members of the medical class of 1979, friends, family, and colleagues.

The annual distribution from this fund provides one or more scholarships to medical students in the College of Medicine who demonstrate financial need and are in good academic standing. Scholarship recipients will be selected by the college’s scholarship committee, in consultation with Student Financial Aid and approved by the college’s dean.

The Ohio State University’s mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest ranking official in the College of Medicine or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University’s costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Medicine or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University’s Board of Trustees and the Foundation’s Board of Directors, in accordance with the policies of the University and Foundation.
The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the James and Sharon Doyle Endowed Scholarship Fund effective November 21, 2019, with gifts from James (BS 1968, MBA 1969) and Sharon (BS 1966) Doyle.

The annual distribution from this fund shall be divided equally between the Max M. Fisher College of Business, the College of Education and Human Ecology, and the College of Engineering and used to provide need-based tuition support to undergraduate students. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the respective colleges, in consultation with Student Financial Aid. Scholarships are renewable as long as the recipients are in good standing with the University and meet the selection criteria.

The Ohio State University’s mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The unused distribution in the distribution fund shall be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University’s costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the respective colleges or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation’s Board of Directors, in accordance with the policies of the University and Foundation.
Joe “Pops” Allen Wrestling Scholarship Fund

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Joe “Pops” Allen Wrestling Scholarship Fund effective November 21, 2019, with gifts from Douglas Allen and Nanci J. Allen.

The annual distribution from this fund supplements the grant-in-aid costs of an undergraduate student-athlete who is a member of the wrestling team. If no students meet the selection criteria, the scholarship(s) will be open to all undergraduate student-athletes. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the Department of Athletics, in consultation with Student Financial Aid.

The Ohio State University’s mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

Unused annual distribution shall be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University’s costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the Department of Athletics or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University’s Board of Trustees and the Foundation’s Board of Directors, in accordance with the policies of the University and Foundation.
The Todd and Kelly Kranz Leadership Fund in Food, Agricultural, and Environmental Sciences

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish The Todd and Kelly Kranz Leadership Fund in Food, Agricultural, and Environmental Sciences effective November 21, 2019, with gifts from D. Todd Kranz (BS 1983) and Kelly J. Kranz (BS 1983).

The annual distribution from this fund provides a renewable scholarship to an undergraduate student ranked as a junior or senior, or a graduate student who is enrolled in the College of Food, Agricultural, and Environmental Sciences, majoring or minoring in Agricultural Business and/or Animal Sciences and involved in a leadership position in one or more student organizations. First preference shall be given to candidates who are members of the Alpha Gamma Sigma Fraternity. Recipients shall be selected by the college scholarship committee in accordance with current guidelines established by the dean of college or his/her designee, in consultation with Student Financial Aid.

The Ohio State University’s mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest ranking official in the College of Food, Agricultural, and Environmental Sciences or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University’s costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Food, Agricultural, and Environmental Sciences or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University’s Board of Trustees and the Foundation’s Board of Directors, in accordance with the policies of the University and Foundation.
Charles and Susan Newirth Innovation Fund in Moving Image Production

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Charles and Susan Newirth Innovation Fund in Moving Image Production effective November 21, 2019, with gifts from Charles Newirth (BA 1977) and Susan Newirth.

The annual distribution from this fund provides one or more scholarships to students in Moving Image Production or successor program. Preference shall be given to students who demonstrate financial need. If no students meet the selection criteria, the scholarship will be open to all students who are enrolled in the College of Arts and Sciences. Scholarships may be used for, but are not limited to, experiential learning opportunities including internships, research projects, and scholarly travel. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the college, in consultation with Student Financial Aid.

The Ohio State University’s mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest ranking official in Student Financial Aid or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University’s costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Arts and Sciences or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University’s Board of Trustees and the Foundation’s Board of Directors, in accordance with the policies of the University and Foundation.
The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Thomas and Frances Scono Endowed Fund effective November 21, 2019, with gifts from Thomas E. Scono (BS 1980) and Frances C. Scono (BS 1980).

The annual distribution from this fund provides scholarships to students enrolled in the Doctor of Pharmacy program (PharmD) who have demonstrated an interest in pursuing retail independent pharmacy or hospital pharmacy. If no students meet the selection criteria, the scholarship will be open to all students enrolled in the College of Pharmacy. The amount of the scholarship(s) and number of recipients shall be at the discretion of the highest ranking official in the college. Recipients shall be selected in accordance with the then current guidelines and procedures for scholarship administration established by the college, in consultation with Student Financial Aid. Scholarships are renewable as long as the recipients are in good standing with the University and meet the selection criteria.

The Ohio State University’s mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

Unused annual distribution shall be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University’s costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest ranking official in the College of Pharmacy or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University’s Board of Trustees and the Foundation’s Board of Directors, in accordance with the policies of the University and Foundation.
The Jonathan S. Sparer, FAIA, Endowment Fund

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish The Jonathan S. Sparer, FAIA, Endowment Fund effective November 21, 2019, with gifts from Jonathan “Jon” S. Sparer, FAIA (BS 1977). Jon, who wishes to support the LGBTQ community, is passionate about community service to advance the causes of individuals and diverse groups.

After college graduation in 1977, Jon worked in a boutique architectural firm in Beverly Hills, California for four years. 1981-2000, he worked at Marnell Corrao Associates, a design-build firm, in Las Vegas, Nevada. He retired after serving as Vice President of Architecture for ten years. During this time he was part of a small group of architects who re-shaped Las Vegas into an international destination leading the Mirage, Treasure Island and Bellagio projects for Wynn Resorts. Jon also led many other projects including the Borgata in Atlantic City, New Jersey for Boyd Gaming. After a short retirement, Jon and two friends started YWS International, an international architectural firm. Jon retired again in 2012 after serving as a principal designer for casinos across the United States and resorts in China including MGM Macau. He was privileged and has immense pride for his work on two projects in Nevada: Congregation Ner Tamid in Henderson and the Gay & Lesbian Center “The Center” of Southern Nevada in Las Vegas. Jon continues to support The Center, as well as Discovery Children’s Museum, Jewish Family Service Agency, and the Animal Foundation. Jon has served in several positions for the American Institute of Architects including President and currently serves as the Nevada Fellow representative in the Western Mountain Region and received the Nevada Silver Medal and Nevada Service Award. Jon, originally from Long Island, New York, currently lives in Las Vegas with his husband and fellow architect John Klai, FAIA. They have an adult daughter, Alison, who lives in Houston, Texas with her family.

The annual distribution from this fund provides one or more scholarships to students who are enrolled in the Architecture Section of the Austin E. Knowlton School of Architecture who have demonstrated experience in or commitment to working with LGBTQ organizations or to promoting the needs of LGBTQ individuals and participating in one of the school's travel programs. Secondarily, those eligible will be selected based upon leadership potential, academic standing and financial need.

If no students meet the selection criteria, second preference is to award the scholarship(s) to students enrolled in the Austin E. Knowlton School of Architecture who have demonstrated experience in or commitment or working with LGBTQ organizations or to promoting the needs of LGBTQ individuals. Secondarily, those eligible will be selected based upon leadership potential, academic standing and financial need. If no recipients are identified, the scholarship(s) may be open to all students enrolled in the school. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the school, in consultation with Student Financial Aid.

The Ohio State University’s mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University’s costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the donor named above, if possible, and the highest ranking official in the Austin E. Knowlton School of Architecture or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the
University’s Board of Trustees and the Foundation’s Board of Directors, in accordance with the policies of the University and Foundation.
Adrienne and Sidney Chafetz Endowment Fund

The Adrienne and Sidney Chafetz Endowment Fund was established November 8, 2013, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from friends, family, and colleagues to support the Logan Elm Press. Effective November 21, 2019, the fund description shall be revised.

The Logan Elm Press, a joint collaboration between the College of Arts and Sciences and University Libraries, was founded in 1978 with a mission to facilitate teaching and learning experiences around the art of printmaking. The press suspended operations in 2015 and formally closed in 2019. The Department of Art will continue to support scholarly and instructional experiences in printmaking.

The annual distribution from this fund shall be designated to the Department of Art to be used at the discretion of the department’s chair for the creation of artwork by visiting artists in printmaking. Expenditures from this fund will be used for honoraria, per diem and travel expenses, supplies, materials, technical services, equipment, and other expenses related to this printmaking residency. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the College of Arts and Sciences.

The highest ranking official in the College of Arts and Sciences or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University’s costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, in consultation with the donors named above, or if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University’s charitable purposes. In seeking such modification, the University and the Foundation shall consult the highest ranking official in the College of Arts and Sciences or his/her designee. Modifications to endowed funds shall be approved by the University’s Board of Trustees and the Foundation’s Board of Directors, in accordance with the policies of the University and Foundation.
JOINT USE AGREEMENT BETWEEN
THE OHIO STATE UNIVERSITY AND CANINE COMPANIONS FOR INDEPENDENCE
7480 NEW ALBANY–CONDIT ROAD
NEW ALBANY, OHIO 43054

Prepared By: The Ohio State University
Office of Planning, Architecture, and Real Estate
Issue Date: November 5, 2019
The Ohio State University Board of Trustees
To: University Senate

From: Jennifer Higginbotham, Co-Chair, Council on Academic Affairs

Subject: Proposal to Establish the Professional Science Masters Degree Program in Translational Data Analytics

Date: September 19, 2019

A PROPOSAL FROM THE COUNCIL ON ACADEMIC AFFAIRS TO ESTABLISH THE PROFESSIONAL SCIENCE MASTERS (PSM) IN TRANSLATIONAL DATA ANALYTICS, TRANSLATIONAL DATA ANALYTICS INSTITUTE (TDAI); DEPARTMENT OF COMPUTER SCIENCE IN THE COLLEGE OF ENGINEERING, DEPARTMENT OF DESIGN, DEPARTMENT OF STATISTICS, AND THE ADVANCED COMPUTING CENTER FOR THE ARTS AND DESIGN (ACCAD) IN THE COLLEGE OF ARTS AND SCIENCES

Whereas this is a post-baccalaureate professional degree aimed at employees of local and regional businesses, with a title that conveys essential and applied skills in modern data analysis and computer science, with a target audience of mid-career professionals working in Data Science Analytics

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

Whereas the professional masters will begin with a track in Design and Visualization, adding additional tracks as the program grows in accordance with market need and contingent upon success of the pilot will consider the addition of tracks involving other academic units such as decision science and geographical information systems

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

Whereas it is a 33 semester credit hour program (foundational courses,
core courses in data design and visualization, a two-semester
capstone sequence emphasizing experiential learning, and
three multi-disciplinary seminars on data management,
research methods, and professional development)

Whereas the curriculum was designed by a dozen faculty
representatives from the participating academic units, and the
TDAI held two roundtables in 2017 and 2018 with stakeholders
from industry, government agencies, and non-profits who
offered feedback and expressed an urgent need for workers
who know how to tell data stories. TDAI subsequently held a
townhall in January 2019 to which all faculty affiliates were
invited with over 100 in attendance, and they have distributed
information about the PSM in the Institute’s monthly
newsletter.

Whereas following review by the combined Graduate School/Council on
Academic Affairs subcommittee, the proposal was reviewed
and approved by the Council on Academic Affairs at its
meeting on June 13, 2019

Therefore be it resolved that the University Senate approve the proposal to
establish the Professional Science Masters in Translational Data Analytics and
respectfully request approval by the Board of Trustees.
A Proposal for a Professional Science Master’s Degree Program in Translational Data Analytics

Note: This document contains the executive summary of this proposal. The complete set of materials reviewed by the Senate are found in the Senate archives at go.osu.edu/masters-tda

Prepared by:
The Translational Data Analytics Institute
The Ohio State University

April 10, 2019
I. EXECUTIVE SUMMARY

The groundwork for the Professional Science Master’s (PSM) degree in Translational Data Analytics (TDA) was laid four years ago when the Translational Data Analytics Institute (TDAI) conducted an academic scan and gap analysis of graduate and professional offerings related to data science and analytics at The Ohio State University. In addition to these internal efforts, local and regional partners of the Institute have articulated high demand for additional data science programming. At two roundtable events in July 2017 and August 2018, potential employers from industry, government agencies and non-profit organizations provided valuable feedback on a draft curriculum and identified directions for further development. Roundtable participants expressed a clear demand for data scientists and analysts who are not only skilled with statistical methods and computing best practices, but also with the ability to “tell data stories”. As a result, the first track of the proposed PSM degree embeds data science and analytics with design. This unique combination of data science with storytelling and visualization will differentiate Ohio State’s offering from our competitors.

The proposed degree is built on partnerships between TDAI and the Colleges of Engineering and Arts and Sciences, as well as the Advanced Computing Center for Arts and Design (ACCAD). The departments of Computer Science and Engineering, Design, and Statistics will offer courses in the first specialization track planned, that of design and visualization. Contingent upon the success of this pilot, additional specializations tracks involving other Colleges will be considered in out years.

II. INTRODUCTION

The growth of data analytics creates a real imperative for The Ohio State University to lead in this field. The proposal of the PSM program in Translational Data Analytics (PSM-TDA) represents an opportunity for The Ohio State University to produce leaders able to meet the challenges of the on-going seismic changes in the global economy. The university has already taken a key step with the creation of the first interdisciplinary undergraduate major in data analytics at a major research institution (2014). Other premier institutions followed our example, responding to the unique and emerging needs of both academia and industry.

Despite the scale of the existing but disparate academic resources in data analytics, the university needs a clear plan for comprehensive offerings, based on local and national research and workforce needs, going beyond existing academic programming. This is urgent, as many other institutes have started degree offerings to meet the rapidly growing demand in the data analytics arena. Many of these institutes are seeing a burgeoning demand for viable degree programs from industry in their respective regions. The pressing need for an effort in this direction is underscored by the fact that one of the strongest recommendations issued at the First Data Science Leadership Summit held at Columbia University in March 2018 was to require universities to establish minimal requirements for a professional master’s degree in data science. Further, Columbus 2020 reports that the Columbus region boasts 30 big data employers working across the analytics chain – from data capture and storage to deep analysis. This, coupled with more than 50 data centers in Central Ohio, means the region’s increasing demand for deep

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analytical skills within business is vastly underserved. We have heard from several forums and institutional collaborators, including the Columbus Collaboratory, the region’s demand is in part driven by large scale projects such as SmartColumbus and the presence of financial tech industry.

III. COMPETITIVE LANDSCAPE

Nationally, many of our peers are responding to similar regional, as well as global, demands. Every school in the Big Ten and at least seven universities in Ohio offer a degree or certificate program in data analytics at the undergraduate or graduate levels. Data analytics course offerings are also expanding at the graduate and professional levels. Programs began emerging as early as 2007 when North Carolina State University developed a graduate-level data analytics programs. The market continues to expand as universities realize the critical importance of data analytics to the wider economy. (See Appendix 1 for detailed analysis of market demand).

In 2017 the Institute commissioned two competitive landscape assessments: one from EduVentures and the other from the University’s Business Intelligence Mapping Unit in the Industry Liaison Office. Highlights of both reports are summarized below in the Overview of Competitors section. Both reports have been included in Appendix 1 and Appendix 2, respectively. We have also included a 2017 report named Investing in America’s Data Science and Analytics Talent: The Case for Action written jointly by PricewaterhouseCoopers (PWC) and the Business-Higher Education Forum (BHEF) in Appendix 3. Highlights are captured below in the Novel Key Competitor Programs section.

A. Overview of Competitors

EduVentures completed an assessment of data analytics master’s programs in the US, and a detailed report can be found in Appendix 1. An assessment of academic programs in data science and analytics (DSA) was also conducted by the Business Intelligence & Mapping Unit (see Appendix 2), and for this analysis all areas of business analytics were intentionally excluded. This analysis identified 101 related graduate degrees offered by universities in the US. In 2014, Bowling Green State University was the first school in Ohio to offer a master’s degree in analytics; Wittenberg University followed in 2016. While numerous employers in central Ohio have data analytics needs, there are few master’s degree programs in DSA in the region. In this analysis, national academic programs were ranked based on various publication parameters; total awards by the National Science Foundation related exclusively to programs in data science; initiatives or Centers/Institutes in the DSA area; and/or offering bachelor’s, master’s and/or PhD programs in data analytics or statistics. Columbia University, Georgia Institute of Technology, University of California at Berkeley and Harvard University topped the rankings. With its degree offerings, funding and programs at the time of this analysis, Ohio State ranked 27th out of 30 universities.

B. Competitor Novel Programs

The 2017 report titled Investing in America’s Data Science and Analytics Talent: The Case for Action by PwC and BHEF (see Appendix 3) discussed in detail the disconnect between academic training and industry skills required in DSA. The document specifically
highlighted four US universities – including Ohio State’s - whose training programs in DSA begin to address this disconnect.

- **“The most effective programs apply data science to real-world problems.”** Here, the report uses the example of NC State’s Advanced Institute for Analytics that has worked with >100 companies on multidisciplinary, eight-month student practicums.

- **“Employers want candidates with experience,”** as provided in year-long internships and co-ops through Northeastern University’s Master of Data Science program.

- **“Educator-employer partnerships work best when the employer is aligned with the institutional mission and brand.”** Ohio State’s developing PSM-TDA program was highlighted due to our extensive partnering with private sector companies “on grants and academics...directed at using data science and analytics to reduce infant mortality in indigent urban neighborhoods, accelerate drug discovery to fight disease, and realize autonomous systems for transportation and agriculture.” Regarding alignment with industry needs, the report also referenced Columbia University’s Data Science Institute that was started to address local needs that would ultimately serve to “grow the local economy in New York City...Columbia structured its institute around multidisciplinary education, research, and outreach to industry.”

North Carolina State University (NCSU) serves as the most suitable benchmark given our similarities in institutional makeup and prevailing enterprises in the region. The TDAI staff completed a comprehensive review of the program, the curriculum, and the job placement report of the class of 2017 (see Appendices 4, 5 and 6). Additionally, TDAI Faculty-in-Residence Dr. Dorinda Gallant (College of Education and Human Ecology, Department of Educational Studies) gained the following insights from Dr. Michael Rappa, the Director of the NCSU program, and these were considered in the design of our program.

- Focusing on academic programs will pave a path for research interactions with industry.
- Innovative and highly differentiated programs will yield dividends.
- Organizational innovation is necessary and should be attempted.
- Document success early and improvise in an agile manner.
- Interact with industry informally; listen and learn their business activities and how students we produce are benefiting them.
- Engage interested and expert faculty and empower them to be agile and innovative.
- Courses that are sum of topic threads will allow for creativity, flexibility, and adaptability.
- There is a need for a full-time person to oversee the degree program.

BHEF was also instrumental in helping TDAI and its campus partners to conceptualize and build out an experiential capstone project focused on real-world data analytics in collaboration with local community partners (see Appendix 10). This is a best practice, as evidenced by seven institutions of higher education offering data science programs with employer-engaged capstone experiences (Massachusetts Institute of Technology, North Carolina State University, Northwestern University, San Jose State University, Texas A&M University, University of Maryland, University of Washington). Representatives from these programs were interviewed to
gather insights into development and implementation of experiential learning aspects of their respective programs.

IV. PROGRESS TO DATE

Over the span of four years, a series of actions has been undertaken to investigate labor and academic student markets, provide information and gather feedback from students, faculty, university leadership, and the local industrial community. Figure 1 outlines the four phases of TDAI’s deliberate and systematic approach to create a Professional Science Master’s degree in translational data analytics.

During the academic year 2015-2016, TDAI conducted a comprehensive examination of data science and analytics or DSA-related academic programming at OSU (see Appendices 7, 8 and 9). Among the various recommendations to enhance data science and analytics training at OSU, the creation of a Professional Science Master’s degree or the PSM in translational data analytics (TDA), or the PSM-TDA program, was accorded the highest priority. It was in fact, the former Dean of Graduate School, Prof. Scott Herness who alerted TDAI to the possibility of offering a PSM degree in data science and analytics. Subsequently, TDAI conducted quantitative, albeit general, market research through EduVentures to understand the labor market (for demand) and student market (for supply) of data analytics. In addition, TDAI organized a roundtable in July 2017 with local industry partners (see Appendix 10) and conducted a series of informational sessions with students and faculty to gather inputs for building a successful PSM.

In Spring 2018, TDAI actively developed learning objectives, a curriculum, and a tentative Advisory Board for the PSM. TDAI intends to submit the PSM proposal for consideration of approval to the Office of Academic Affairs and the Commission on Affiliation of PSM Programs during Spring 2019 and plans to welcome the first cohort of students in Fall 2020. TDAI is partnering with the departments of Computer Science and Engineering, Statistics, and Design, and with the Advanced Computing Center for the Arts and Design (ACCAD) to create the first version of the PSM program. The curriculum was designed collaboratively with all the four units. The following faculty participated: Prof. Spyros Blanas (Comp. Sci. & Eng.), Prof. Mary Ann Beecher (Design), Prof. YoonKyung Lee (Statistics), Prof. Matt Lewis (Design), Prof. Raghav Machiraju (Comp. Sci. & Eng.), Prof. Maria Palazzi (Design), Prof. Mario Peruggia (Statistics), Prof. Srinivas Parthasarathy (Comp. Sci. & Eng.), Prof. Rajiv Ramanth (Comp. Sci. & Eng.), Prof. Yvette Shen (Design), Prof. Han-wei Shen (Comp. Sci. & Eng.) and Prof. Joyce Zheng (Communications). The curriculum has been further refined based on feedback from the participants in the second employer roundtable held in August 2018.

The TDAI team has also met repeatedly with Vice Provost Randy Smith and relevant curriculum deans and department chairs across the campus. The topics discussed included: the proposed curriculum, the necessary oversight organization, the target audience, and the uniqueness of the proposed curriculum. The team also met frequently with Dr. Scott Herness to receive feedback and seek guidance. Appropriate approvals and guidance for the planning, design, and launch phases were obtained from a working group assembled by Vice Provost Smith and included the following faculty administrators: Prof. Christopher Hadad, Prof. Scott Herness, Prof. Stephen Fink, Prof. Waleed Muhanna and Prof. David Tomasko. Finally, presentations were made to the Council on Academic Affairs informing on the progress of the overall planning.
process. Following Dr. Herness’ departure, the team met with Alicia Bertone and other members of the Graduate School including Profs. Shari Speer and Jennifer Schlueter.

V. ACTIONS & ISSUES

Impact on specific groups/constituencies

Pending approval, the PSM program will be offered by the Graduate School in partnership with several academic units. The initial partnership involves three departments and one center: Computer Science and Engineering, Design, Statistics, and the Advanced Computing Center for Arts and Design. The offering rests on the contributions of our College partners in Arts and Sciences and Engineering. The Colleges and Departments involved are innovators, helping to develop an interdisciplinary program whose impact will extend beyond any single academic unit and presents significant opportunity to the University at large.

The PSM is targeting working professionals to enroll in the program on a part-time basis. The program is currently planned to be in-person. No online or hybrid instruction is currently planned. In this respect, the PSM offers needed continuing graduate education opportunities to professionals employed by local and regional businesses. The partnership between TDAI and these local businesses is a cornerstone of the proposed program and a valuable outreach to the OSU community-at-large.

Quality and academic integrity of the program will be guaranteed by the Commission on Affiliation of PSM Programs. This organization will oversee a peer-review process leading to affiliation and will periodically review the program and its achievements to ensure that the highest professional standards are maintained.

Internal programmatic changes: None anticipated.

Impact on outside participating units

In the initial stages of the build and launch of the PSM, the program will rely most heavily on the contributions of the two Colleges and four units identified above. Additional tracks will be considered. Some examples of these tracks could include decision sciences and geographical information systems. If implemented, their development will lead to an expansion of the PSM partnership to additional academic units. Ultimately, the PSM will establish itself as a focal educational venture, in line with the TDAI mission of fostering active collaborative engagement between the academic, scientific, and business communities.

Relationship with Existing OSU Programs

The curricular requirements of several graduate programs (i.e. in CSE, Stats, and Fisher) at OSU contain elements of data management and analysis. Typically, they aim to provide quantitative and analytical skills to accurately interpret domain-specific scientific literature, to design sound empirical studies, and to perform well-conceived statistical analyses. These programs serve traditional students engaged in comprehensive learning as opposed to serving a more limited pedagogical purpose. They do not serve to build the same skills as the PSM nor cater to the needs of working professional students which allow the enrollees to add competencies and skills to their portfolios.
There are four existing OSU graduate programs that are more closely related to the proposed PSM: the MS program offered by CSE, the MS and Master of Applied Statistics (MAS) programs offered by the Department of Statistics, and the Specialized Master’s in Business Analytics (SMB-A) program available from the Fisher College of Business. However, the PSM-TDA program differs from all four. The CSE and Statistics MS degrees are based on curricula that emphasize rigorous technical training in their respective disciplines. They often represent an intermediate step in a student’s path toward a PhD degree. However, to some in CSE they provide an entryway to positions in the computing industry and in applied statistics. The MAS and SMB-A degrees have a more applied focus. However, these degrees differ from the PSM-TDA in their distinct targeted student populations and learning outcomes. This is evidenced in the stated goals of each degree:

- **MAS program:** “to prepare graduate students to enter positions in applied statistics in business, industry, and government.”
- **SMB-A program:** to equip students “with an understanding of the science of data analytics and its implication for business innovation, productivity and growth.”

Given the inclusion of the special track on Design and Visualization, the proposed 33-credit-hours PSM degree will be one of a kind in DSA training in the world. Existing DSA programs have not included design thinking into the curriculum. This pedagogical approach will facilitate translation and application of data analytics into various application domains. The students of this program will not only be able to create sophisticated workflows for Big Data but will also be able to design viable user interfaces and tell compelling data stories. In closing, the stated goal of the proposed PSM-TDA degree program is “to prepare professional students to be adept at conducting BIG DATA analysis at scale for improving enterprise productivity and profitability.”

VI. GENERAL REQUIREMENTS, CURRICULUM DESIGN, & LEARNING GOALS

A. GENERAL REQUIREMENTS

a) Requirements for admission

1. **Admission requirements of the Graduate School:** [Items below excerpted from section 2.2 of the 2018-2019 Graduate School Handbook: https://gradsch.osu.edu/handbook/all#2-2].

   **Admission Criteria.** An applicant must submit documentation that demonstrates fulfillment of the following admission criteria or equivalent qualifications:
   
   a. an earned baccalaureate or professional degree in any subject from an accredited college or university by the expected date of entry.
   
   b. a minimum of a 3.0 cumulative grade-point average (CGPA) (on the 4.0 scale used at this university) in the last degree earned by the applicant relevant to the program of study. For international students, the CGPA is calculated on the home institution’s grading scheme and the grade key on the transcript is then utilized to approximate an equivalent
US grade based on the educational system of that country. Information about the degree programs and grading systems for the top 50 sending countries can be found at the Graduate and Professional Admissions website (https://gpadmissions.osu.edu/secure/GP_resources/Resources/profile/).

c. prerequisite training that will enable the student to pursue the graduate program to which admission is sought
d. a minimum score of 550 on the old or a minimum score of 19 on each section of the new paper-based Test of English as a Foreign Language (TOEFL), 79 on the internet-based TOEFL, 82 on the Michigan English Language Assessment Battery (MELAB), or 7.0 on the International English Language Testing System (IELTS). This requirement applies only to an applicant from a country where the first language is not English, unless a bachelor’s degree or higher was earned in an English-speaking country
e. Any exception to the above requirements will be considered on case-by-case basis.

2. Additional admission requirements for the PSM-TDA program:
   a. GRE General Test or 3 years of relevant professional experience is required.
   b. Applicants should have a minimum of 1-year of relevant professional experience.
   c. Students are expected to have completed courses that provide ample background in any of the following areas: computing, quantitative, and/or design/visualization skills at the undergraduate level or above from an accredited college or university by the expected date of entry.
   d. Students should have adequate experience with data analysis or work in a business field with a technology focus.
   e. Any exception to the above requirements will be considered on case-by-case basis.

The table below presents prototypical profiles of students who are envisioned to enroll in the proposed PSM-TDA program. If students do not fit the profiles indicated below but otherwise meet the minimum criteria above, they are encouraged to apply.
b) Requirements for graduation

1. Graduation requirements of the Graduate School: [Items below excerpted from section 6.6 of the 2018-2019 Graduate School Handbook: https://gradsch.osu.edu/handbook/all#6-6]

   a. submission of the Application to Graduate form to the Graduate School no later than the third Friday of the semester (or third Friday of summer term) in which graduation is expected
   b. registration for at least three graduate credit hours during the autumn or spring semester or summer term in which graduation is expected
   c. completion of a minimum of 30 graduate credit hours. Eighty (80) percent of those required credit hours must be completed at this university over a period of at least two semesters
   d. graduate cumulative grade-point average of at least 3.0
   e. receipt of final grades in the University Registrar’s Office by the published deadline.
   f. completion of the master’s degree requirements established by the Graduate Studies Committee

2. Additional graduation requirements for the PSM-TDA:

   a. Completion of all required coursework for the program (as outlined below) with a cumulative minimum GPA of 3.0 and minimum grade of B- in each course.
   b. Satisfactory completion of a required capstone project.
B. CURRICULUM AND COURSE SYNOPSIS

Development of the Curriculum
During 2016-2017, the Translational Data Analytics Institute (TDAI) conducted a comprehensive examination of DSA-related academic programming at OSU. In addition, the TDAI held a roundtable with industry partners. Among the recommendations to make The Ohio State University a leader in DSA training, the creation of a Professional Science Master’s degree (PSM) in translational data analytics (TDA) was accorded the highest priority. Subsequently, TDAI has conducted a series of information sessions with students, faculty, and industry partners to gather input for building a successful PSM-TDA program.

In early 2018, the TDAI team used this input to identify primary learning objectives and built a preliminary curriculum for the PSM program. The draft curriculum included three broad areas of study:

1. A set of foundational courses to acquire essential and applied skills in modern data analysis and computer science. The curriculum includes exposure to elements of common programming languages used in DSA applications.
2. A set of courses focusing on track-specific topics. In the initial phase of development of the PSM, the TDAI team has settled on a track that covers complementary aspects of data visualization. As the PSM program grows, we envision developing additional tracks focusing on other elements of DSA practice, such as decision science.
3. A set of courses and seminars incorporating experiential components within the PSM to focus on connecting students to community and business partners.

The principal partners working on the foundational and experiential components on campus have been the CSE and Statistics departments. The Advanced Computing Center for the Arts and Design (ACCAD) and the Design department have contributed mostly to the visualization track.

After preparing a draft curriculum, the TDAI managing team, in collaboration with BHEF, convened a second roundtable with TDAI’s industry and local community partners. The focus of the second roundtable was principally to obtain feedback on the proposed curriculum and data visualization specialization. Additionally, the managing team desired to identify directions along which the curriculum could be modified and improved to better serve students and community partners.

This second roundtable involved 46 representatives from over 30 organizations, including industry, government, and nonprofit organizations. We believe this broad engagement with entities beyond industry demonstrates the potential and interest in our potential PSM offerings.

Relative to our community partners, TDA desired to explore where employers could best engage
in the program, define and outline effective applied learning experiences, and cultivate relationships between TDA and their organization for purposes of hiring and recruiting. Further, partners provided insight into skills gaps and workforce needs. The roundtable resulted in refinement of the curriculum to its current form as described in other parts of this proposal. The TDAI managing team was also better able to adjust course offerings and content to more precisely fit the profile and needs of the employers. Excitingly, the refined curriculum better differentiates the technical nature and goals of the proposed PSM-TDA program from those of other related programs at OSU. Specifically, the managing team added emphasis on business and ethical aspects of data analytics and added flexibility to connect the program to industry-specific domains. The roundtable discussion also helped the TDAI managing team to address logistic and educational requirements of the experiential components and capstone projects.

a) Curriculum overview

The general curriculum of the program is articulated around four major instructional modules:

- Five foundational courses addressing key computational and data analytics topics.
- Three core courses in data design and visualization for the first specialization. Future development of additional specialization tracks is envisioned, as dictated by the market need.
- A two-semester, capstone course sequence with a strong emphasis on experiential learning.
- Three multi-disciplinary seminars, focusing on data management, research methods and professional development.

As shown in the summary table below, the proposed PSM-TDA program can be completed in five semesters, part-time for a total of 33 credit hours. It is possible that some students may have received instruction in the salient topics of the program. However, the proposed curriculum is unique in that it incorporates design thinking into traditional topics of data analytics. We do not anticipate that many students will have received this unique combination of instruction. The emphasis of this program is also on practical and experiential learning which will make it attractive for students with a previous, more specialized data analysis or design background. At this point, we do not anticipate offering exams for students to skip courses based on previous experience.

Some courses have prerequisites and those have been noted on the compiled short form syllabi. All courses will be restricted in enrolment to only students in the PSM-TDA. The provided short form syllabi also note this as well.

Initial requirements to enter the degree program will be based on the named criteria under the section titled “Admission Criteria” within the proposal. No additional coursework will be required for entry. Prerequisites within this program only include satisfactory completion of coursework within the curriculum. When appropriate, we have named prerequisites which are required to progress on the short form syllabi provided.
All courses are lock-step, sequential and required. Courses may not be rearranged or moved. Situations where students fall out of sequence due to personal circumstances, performance or standing will be addressed on an individual basis. Some options include the following:

- The student may remain active in the program and enroll in the course the next time it’s available. They may not progress until all prerequisites for the next courses are satisfied;
- The student will not continue in their original cohort, with the option to return the next time the course is offered to complete the remaining program as designed;
- The student may be offered an “incomplete” with an assigned deadline by which they would need to satisfactorily complete courses.

All courses will be taught at the graduate level with graduate level content. The courses sourced from ACCAD and Design already exist and are offered at the Graduate level. Specific sections will be offered to TDAI-PSM students under the GRADSCH numbering structure. The computing courses offered by the Department of Computer Science impart skills and knowledge on par with its regular offerings at the graduate level. Further, the emphasis on hands-on experiential learning has been incorporated into the PSM-TDA offerings. For courses taught by Statistics, course content is comparable in breadth and scope to that of courses already offered for graduate students from other departments seeking to build data analysis skills. Overall, all these courses justify their position as graduate level content in part because they integrate a broad set of concepts and incorporate substantial content into a condensed, rigorous curriculum. Additionally, they all have significant focus on experiential learning relevant to working professional students.

The 5000 level course numbers were selected to follow the numbering structure of similar courses in ACCAD and the Departments of Computer Science and Engineering, Design and Statistics. Additionally, because students will be coming from a variety of backgrounds and not just those with intense training in the principal disciplines, we believe the 5000 level is more appropriate.

In the table below, and the compiled short form syllabi, we have inserted tentative course numbers, subject to change. Some courses are being newly developed and may not yet have numbers for cross-listing. Upon formal approval of the course proposals, the courses will be assigned official GRADSCH numbers that follow an agreed upon taxonomy. The numbers of existing courses follow the numbering scheme of the teaching departments, with the departments’ specific handles replaced by GRADSCH. The three multi-disciplinary 1-credit seminar courses will offer the stated themes. Their content will adjust based on the specific expertise and interest of the instructors of record and guest speakers invited from the partnering local community.
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<th>Y1-Spring</th>
<th>Y2-Summer</th>
<th>Y2-Fall</th>
<th>Y2-Spring</th>
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<td>GRADSCH 5402: Data Analytics Foundations II, including R and Python (3c)</td>
<td>GRADSCH 5620: Practical Learning and Mining for Big Data (3c)</td>
<td>GRADSCH 5141: Interactive Arts Media II: UI/UX (3c)</td>
<td>GRADSCH 5150: Emerging Trends in Data Visualization (3c)</td>
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<td>data management (3c)</td>
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<td>GRADSCH 5626: Seminar II: Research methods (1c)</td>
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C. STUDENT LEARNING OUTCOMES

General Learning Goals of the PSM-TDA Degree
Upon graduation students will demonstrate:

1. **Knowledge of fundamental principles of computer science.** They will exhibit methodological understanding and experiential competency, enabling them to perform relevant workplace tasks such as: identifying common data sources and data structures; using information technology and programming environments to convey and retrieve information; and identifying processes and mechanisms commonly used to retrieve, assess, re-engineer, enrich, manipulate, visualize, and amalgamate data.

2. **Knowledge of fundamental principles of data analysis, statistical inference, and machine learning.** They will exhibit methodological understanding and experiential competency, enabling them to perform relevant workplace tasks such as: apply appropriate methods, models, and techniques from topics of data mining, learning methods, optimization, probability, statistics, and simulation to analyze data; generate explanations to answer the research and/or business questions under scrutiny; produce
predictions of future outcomes for the process under study. Critical thinking skills, acquired through coursework and experiential practice, enabling them to: ask relevant project-related questions; identify appropriate methodological approaches to produce useful answers; design methods to evaluate and assess validity of outcomes; evaluate requirements and specifications to recommend effective, analytics-based solutions.

3. **Translational competency**, enabling them to transfer, apply, and validate analytic methods and findings across domains. Also exhibit understanding of data governance obligations and challenges, as well as emerging legal and ethical issues with data analytics, including privacy and security best practices.

4. **Mastery of professional skills**, including interpersonal communication, designing and delivering presentations, teamwork, and leadership in diverse teams representing various organizational environments. They will exhibit mastery at communicating recommendations through effective storytelling, both orally and in the format of written reports, translating technical solutions to audiences with varied backgrounds.

Learning Goals of the Visualization Track

Students will demonstrate:

1. An ability to integrate artistic, methodological and experiential technical abilities for creating visual stories of data based upon a synthesis of interdisciplinary knowledge in the context of data usage in workplaces and enterprises.

2. A fundamental understanding of design principles that contribute to and enhance readability, legibility, aesthetics and visual comprehension allowing for the amplification of insights, and patterns inherent in the data and the placement of the insights into real-world contexts resulting in useful prediction of trends and events.

3. The application of foundational aspects of both user experience and human computer interaction design that enhances user understanding and use of data visualization to design user interfaces that are both meaningful and effective in a variety of workplace settings.

4. Proficiency in designing and implementing visual communication solutions of information and data analysis by resorting to practical knowledge of design, human-computer interaction, and visualization, and their skills in visual graphics programming for meaningful and contextual story telling.

5. The ability to evaluate and choose appropriate existing and emergent tools for visualization and interaction based on cognitive fit and background of users, analysis of workplace needs and platform.

**VII. EXPERENTIAL COMPONENT/CAPSTONE**

A key recommendation from both of TDAI’s employer roundtables has been to incorporate high-quality, experiential learning into the PSM-TDA program to ensure industry relevancy. It also
serves as a critical bridge between a student’s work experience and educational coursework. Therefore, the proposed PSM-TDA program will incorporate experiential activities throughout all its course offerings. Beginning with the foundation courses in data analytics and computing, and the subsequent course on practical learning, students will be exposed to realistic learning activities that emphasize the application of modern analytics tools to the solution of practical questions. This pedagogical framework will extend to the track-specific courses, in which the illustrative activities will concentrate on demonstrating how to construct and implement effective visualization methods in real-life settings.

The experiential elements of the program will culminate in a required two-semester Practicum/Capstone course sequence, for a total of six credit hours. A key element of the capstone experience will consist in the direct engagement of our community partners including employers from industry, government, and non-profits to formulate challenge questions. They will also provide data relevant to answer those questions. Collaborations with business partners will require they provide data with a challenge problem and financial support for the execution of the project. Among other things, this financial support will allow the PSM-TDA program to offer release time to faculty project advisors with specific domain knowledge to help supervise the projects. No deliverables will be expected of the students because the capstone project must be viewed as a learning experience rather than a consulting assignment. This approach has been successfully adopted by other programs on campus including Computer Science and Engineering, the Fisher College of Business for their degree offerings in business analytics and the Undergraduate Major in Data Analytics. Although the Multidisciplinary Capstone Program offered by the Department of Engineering Education imparts less experience in data analytics, several successful elements of that program will be eventually adopted. We draw upon all these programs as described below.

A. LOGISTICS

Practical organizational elements of the capstone experience will be as follows.

- Students will work in teams of suitable size (3 or more).
- Community partners will be recruited by the PSM-TDA Faculty Mentor, TDAI Managing Director and Program Coordinator.
- The community partners will present their projects to the students to pique their interest in the practical questions for which they need answers.
- The PSM-TDA Faculty Mentor will oversee the formation of teams and the project assignments.
- To foster a broader array of perspectives, students will not be generally assigned to projects involving their own employers. Exceptions to this general rule may be considered on a case-by-case basis.
- Each team will establish contact with a community partner supplying the problem and develop an ongoing partnership leading to a coherent, refined formulation of the problem and a satisfactory solution.
- In addition to the PSM-TDA Faculty Mentor, each team may be assigned a faculty project advisor with domain specific expertise (as needed). Typically, this faculty advisor will be
one of the TDAI affiliated faculty members, but non-affiliated faculty members will also be engaged.
• The PSM-TDA Faculty Mentor will monitor all projects to ensure that the learning experience has uniform requirements to guarantee academic integrity.

The OSU Office of Legal Affairs has developed a template for a proposed “Cooperative Agreement for Student Projects” between The Ohio State University on behalf of its Office of Sponsored Programs and the participating community partners. The Multidisciplinary Capstone Program of the Department of Engineering Education has used this working template to establish collaborative agreements for undergraduate capstone projects. TDAI will employ a similar set of documents to establish working relationships with various partners.

B. LEARNING GOALS
The learning goals of the capstone courses and of the capstone project are in concurrence with the general learning goals of the PSM-TDA degree, with special emphasis on translational competency and mastery of professional skills. Accordingly, in their capstone projects, the students will be expected to demonstrate mastery of soft skills, including design thinking and presentation capabilities, in addition to a keen familiarity with the required technical skills.

Specific assessment of the learning goals for the capstone experience will occur in conjunction with the assessment of general Learning Goals 3 and 4 for the PSM-TDA program (pg. 21). These are the learning goals most directly relevant to the students’ experiential formative experience. The assessment process and rubric are described in detail later in Section VIII. The goals and their measurable learning outcomes are paraphrased herewith for ease of reference.

General Learning Goal 3: Translational competency.
The following learning outcomes are associated with Learning Goal 3:

1. Ability to transfer, apply, and validate analytic methods and findings across domains.
2. Competence in the best practices of the student’s specialization track.
3. Knowledge of and ability to comply with data governance obligations and challenges, as well as understanding of emerging legal and ethical issues with data analytics, including privacy and security best practices.

General Learning Goal 4: Mastery of professional skills.
The following learning outcomes are associated with Learning Goal 4:

1. Level of interpersonal communication skills, including presentation design and delivery.
2. Propensity for teamwork and leadership in a diverse team representing various organizational environments.
3. Ability to communicate recommendations through effective storytelling, both orally and in the format of written reports, translating technical solutions to audiences with varied backgrounds.
C. PERFORMANCE EVALUATION
Performance evaluation of the students’ performance in the capstone courses will be based on the following elements:

- Active and productive participation in the in-class activities and in the capstone project.
- Elaboration of mid-semester interim reports and final reports in each of the two capstone courses.
- Progress-report poster presentation at the end of the first semester.
- Final oral presentation at the end of the second semester.
- No deliverables for the companies will be expected.
- Project evaluation will be performed by the course instructor(s), PSM-TDA Faculty Mentor, and faculty advisor(s).
- The PSM-TDA Advisory Board members will observe the final presentations to assist with the overall evaluation of the quality of the degree program but will not be involved in the evaluation of the students’ performance.

VIII. PROGRAM QUALITY ASSURANCE
The standards for program quality assurance will meet the OSU requirements for annual program assessment as follows:

1. The TDAI Faculty Director, the PSM-TDA Faculty Mentor and Program Coordinator will manage the annual assessment required by the Graduate School.
2. A formal assessment plan has been established and is described below. The learning goals of the PSM-TDA program inform the assessment plan. The plan includes procedures of data collection and analysis for the evaluation of student performance and the improvement of student learning outcomes.

A. FORMAL ASSESSMENT PLAN
The ensuing assessment plan is currently modeled after the assessment plans of the graduate programs in the Departments of Statistics from which it borrows structure and language. These assessment plans have been implemented successfully over the past several years and have produced valuable quantitative data that enables informative evaluation of the programs over time and suggest directions for improvement. We foresee that this general structure of the assessment plan will be similarly successful for the proposed PSM-TDA program. Since the PSM-TDA degree draws from several disciplines and programs, TDAI will include additional assessment elements as needed.

The PSM-TDA Faculty Mentor and Program Coordinator will be responsible for the overall assemblage and processing of the assessment data. The TDAI Faculty Director will lead the interpretation of the results and lead the preparation of the summaries of the annual assessment exercise. She/he will work closely with the PSM-TDA Faculty Mentor and Program Coordinator. Further, the PSM-TDA Faculty Mentor and Program Coordinator will work with TDAI’s Managing Director, especially towards the accessibility and quality assessment of the
capstone material as it pertains to external outreach. This group (TDAI Faculty Director and Managing Director together with the PSM-TDA Faculty Mentor and Program Coordinator) forms the PSM-TDA Administrative Core Team. The other salient participants in the assessment are the PSM-TDA External Advisory Board (required by the PSM National Commissioning body) and the Directors of Graduate Studies in participating departments who will continuously work with the PSM-TDA Administrative Core Team. The PSM-TDA Administrative Core Team will be advised by a PSM-TDA Faculty Advisory Committee. The PSM-TDA Faculty Advisory Committee will be comprised of the TDAI Faculty Director or their designee, PSM-TDA Faculty Mentor, the Chairs of the GSC in the participating departments, and a faculty member from the Graduate School. One PSM-TDA student per cohort will be elected by their peers (or volunteer if not contested) to serve as non-voting members on the committee. The students will not be involved in any FERPA protected items if they are taken up by the Committee. The students will serve as liaisons between this team and the student body on issues relevant to their experience.

The PSM-TDA Faculty Advisory Committee will oversee the following activities (but not limited to):
- Devising guidelines or a handbook for the PSM-TDA.
- Admission requirements and selection of candidates
- Recruitment of M/P status faculty to serve as advisors for PSM-TDA students
- Curriculum requirements, course offerings and modifications
- Student petitions and other issues

**General Learning Goals of the PSM-TDA Degree.**

To reiterate, upon graduation, students will demonstrate:

1. **Knowledge of fundamental principles of computer science.**
2. **Knowledge of fundamental principles of data analysis, statistical inference, and machine learning.**
3. **Translational competency.**
4. **Mastery of professional skills.**

**Assessment of Learning Goal 1:** Knowledge of fundamental principles of computer science. The following learning outcomes are associated with Learning Goal 1:

1. Ability to identify common data sources and data structures.
2. Ability to use information technology and programming environments to convey and retrieve information.
3. Ability to implement the processes and mechanisms commonly used to retrieve, assess, re-engineer, enrich, manipulate, visualize, and amalgamate large scale data.

**Assessment rubric:**

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The PSM-TDA program will directly assess students’ achievement of the stated learning outcomes by scoring their performances on selected questions embedded in the final exam of the course *Big Data Computing Foundations II*. Appropriate questions addressing each learning outcome will be used. For each learning outcome, the course instructor will assess each student on the ordinal scale: “High Proficiency,” “Satisfactory Proficiency,” “Some Proficiency,” or “Low Proficiency.” This will be done separately from the determination of the overall performance on the exam. The course instructor will be responsible for communicating the rating summaries and remarks to the PSM-TDA Program Coordinator.

**Criterion:** If at least 80% of the assessment ratings of students in the PSM-TDA program are in the “High Proficiency” or “Satisfactory Proficiency” categories, we will consider this as evidence of success in achieving Learning Goal 1.

**Use of Data:** Aggregated data for each learning outcome will be examined by the PSM-TDA Administrative Core Team on an annual basis. If the data do not meet our criteria or are otherwise disappointing, the team will explore possible remedies, including meeting with students directly to discuss their performance, making improvements in course content, and making improvements in course delivery and learning activities within courses.

**Assessment of Learning Goal 2:** Knowledge of fundamental principles of data analysis, statistical inference, and machine learning.

The following *learning outcomes* are associated with Learning Goal 2:

1. Ability to apply appropriate methods, models, and techniques to the analysis of data.
2. Ability to generate explanations to answer the research and/or business questions under scrutiny, to evaluate and assess the validity of outcomes, and to produce predictions of future outcomes for the process under study.
3. Ability to evaluate requirements and specifications to recommend effective, analytics-based solutions.

**Assessment rubric:**

The PSM-TDA program will directly assess students’ achievement of the stated learning outcomes by scoring their performances on selected questions embedded in the final exam of the course *Data Analytics Foundations II*. Appropriate questions addressing each learning outcome will be used as in the assessment of Learning Goal 1. For each learning outcome, the course instructor will assess each student on the ordinal scale: “High Proficiency,” “Satisfactory Proficiency,” “Some Proficiency,” or “Low Proficiency.” This will be done separately from the determination of the overall performance on the exam. The course instructor will be responsible for communicating the rating summaries and remarks to the PSM-TDA Program Coordinator.

**Criterion:** [same as for Learning Goal 1]

**Use of Data:** [same as for Learning Goal 1]

**Assessment of Learning Goal 3:** Translational competency.
The following learning outcomes are associated with Learning Goal 3:

1. Ability to transfer, apply, and validate analytic methods and findings across domains.
2. Competence in the best practices of the student’s specialization track.
3. Knowledge of and ability to comply with data governance obligations and challenges, as well as understanding of emerging legal and ethical issues with data analytics, including privacy and security best practices.

The PSM-TDA program will directly assess students’ achievement of the learning outcomes above by scoring each student on the student’s capstone project (including the process leading to its completion and its oral presentation). For each learning outcome, the project evaluation will be performed by the capstone course instructor(s), PSM-TDA Faculty Mentor, and faculty advisor(s) with input from the community partner supplying the project. They will assess each student on the ordinal scale: “High Proficiency,” “Satisfactory Proficiency,” “Some Proficiency,” or “Low Proficiency.” This will be done separately from the overall determination of whether the student passes the capstone course and will usually be accompanied by additional remarks regarding the attainment or non-attainment of the learning outcome, which will be specific to the student’s project topic. The PSM-TDA Faculty Mentor will be responsible for communicating the rating summaries and remarks to the PSM-TDA Program Coordinator.

Criterion: If at least 80% of the above assessment ratings are in the “High Proficiency” or “Satisfactory Proficiency” categories, we will consider this as evidence of success in achieving Learning Goal 3 for our PSM graduates.

Use of Data: Aggregated data for each learning outcome will be examined by the PSM-TDA Administrative Core Team on an annual basis. If the data do not meet our criteria or are otherwise disappointing, the team will explore possible remedies, including meeting with students directly to discuss their performance, and improving the guidance that we give students in preparing the capstone project.

Assessment of Learning Goal 4: Mastery of professional skills.

The following learning outcomes are associated with Learning Goal 4:

1. Level of interpersonal communication skills, including presentation design and delivery.
2. Propensity for teamwork and leadership in a diverse team representing various organizational environments.
3. Ability to communicate recommendations through effective storytelling, both orally and in the format of written reports, translating technical solutions to audiences with varied backgrounds.

Assessment Rubric: [same as for Learning Goal 3]

Criterion: [same as for Learning Goal 3]

Use of Data: [same as for Learning Goal 3]
B. FURTHER ASSESSMENT AND EVALUATION
To evaluate the unique professional training nature of the program while aligning the program with other data analytics programs on campus, the following additional steps will be implemented.

a) The program will indirectly assess all the learning outcomes through an exit survey of all graduating students.

b) The program will record and analyze job placement data for all graduated students.

c) All assessment data will be shared and discussed annually with the program Advisory Board comprised of TDAI’s Founding Partners and select representatives from chosen industry sectors. The board will also include faculty and advisors of existing data science programs. As needed, select OSU faculty will be invited to provide specific input.

d) Results and summaries of assessments will be shared with the Directors of Graduate Studies in each of the participating departments.

e) As part of the evaluation, informal benchmarking with other institutions will be conducted every five years.

C. EVALUATION OF INSTRUCTION
Evaluation of instruction will follow established OSU standards.

a) Faculty/Instructors associated with a TIU will be evaluated annually through a TIU review. The Chairpersons and Directors of Graduate Studies of participating departments will provide input on instruction and evaluate changes to content.

b) Faculty/Instructors not associated with any TIU (e.g., instructors hired directly by the TDAI) will be evaluated annually through a TDAI review led by the PSM-TDAI Faculty Mentor.

c) At the end of each course, faculty will be evaluated by the enrolled students using standardized evaluation instruments followed across the University.

IX. UNIVERSITY APPOVALS
In progress.

X. CONSULTATIVE PROCESS
The following material was collected over the last 3 years to support the establishment of the graduate programs in data science and analytics.

A. During 2016-2017, TDAI conducted a comprehensive examination of DSA related academic programming at OSU. A long and a short version of the report are attached (see Appendices 7 and 8).

B. TDAI has conducted a market research through Eduventures to understand the labor market and student market of data analytics for our planned program (see Appendix 1).
C. TDAI organized two roundtables with TDAI’s industry partners. A summary of the roundtables is attached (see Appendix 10).

D. TDAI has conducted a series of information sessions with students, faculty, and industry partners to gather inputs for building a successful PSM. Presentation slides from these information sessions are attached (see Appendix 9). Feedback from those who attended the meetings were positive. Suggestions were taken into consideration when developing the curriculum.

XI. COST ANALYSIS AND REVENUE SHARING MODEL

The proposed degree program is unique in many respects. The key issues to consider are:

- The TDAI will provide most of the logistic and administrative support but it is not an academic, degree-granting unit.
- The program is set up as a partnership between the departments of CSE, Statistics and Design in the Colleges of Engineering and Arts and Sciences. There is the possibility of future involvement of other academic units as more specializations are added to the program.
- The Graduate School has agreed to provide technical and administrative support.

For providing logistic and administrative support, TDAI has created the role of Internship and Student Programs Coordinator referred to as Program Coordinator throughout the proposal. Currently this position is filled by Mr. Joshua Roush who serves on the TDAI’s staff. Further, it will also recruit a PSM-TDA Faculty Mentor who will oversee the academic content and the experiential aspects of the curricula. The Program Coordinator will interact with Faculty Mentor and TDAI’s Faculty and Managing Directors. For all instructional matters, the Program Coordinator will work with the TDAI Faculty Director and the PSM-TDA Faculty Mentor. The Program Coordinator will work closely with the TDAI Managing Director on all matters of outreach and on discussions with our external and corporate partners. Please note that the PSM-TDA Faculty Mentor will be appointed in the imminent future.

TDAI is working with senior administration in the Colleges of Arts and Sciences, Engineering and the Graduate School and pertinent departments to create a 7-year model of projected revenues and costs. Under this proposed model, instructional costs are calculated based on a modular model of revenue sharing with the teaching colleges. The modular revenue sharing model assumes a current flat-rate compensation of $17,000 per credit hour taught (the number is subject to change). The Graduate School will collect revenues and distribute to the College that provides the instruction.

The individual departments and colleges will decide how to allocate their compensation. A possible example is as follows: A department commits to teaching three three-credit hour courses a year, generating $151,000 (subject to change) in instructional compensation. These funds could be used by the college to fund a tenure-track, clinical or lecturer faculty line.
This revenue model best suits the interdisciplinary nature of the program and better positions it for future expansion as additional partners become involved. This model will considerably simplify the task of welcoming additional partners.

**Aggregate # of Students:** We assume that 30 students will enroll each Fall in the 5-semester, part-time program. At steady state, there will be 60 students in the program in AU and SP and 30 students in SU. No attrition is currently accounted for.

**Total Credit Hours:** The program specifies a 33-credit hour requirement for a total of 990 credit hours taught each year.

**Differential Fee:** In addition to the tuition and subsidies collected, we intend to charge a differential fee for expenses.

**Revenues** are calculated distinguishing between **Total Revenues** and **Total Taxable Revenues.** Differential fee revenues are excluded from Total Taxable Revenues.

**Instructional GTA's:** We intend to employ GA teaching assistants to assist in instructional activities. Under the proposed model funding will go to the College/Department to fund a GTA.

**Administrative Staff:** This accounts for a 100% FTE PSM-TDA Faculty Mentor who will oversee teaching and supervising the experiential components of the program and a 50% FTE TDAI Program Coordinator.

**Grad School and TDAI Tax:** The graduate school and TDAI will assess a small tax (to be determined) only in the presence of a net profit.

**General Supplies:** Estimated costs for supplies needed to run the program (copying, advertising, etc.).

**XII. ADDITIONAL RESOURCES**

It is our goal that various participating units commit to providing curricular and instructional support as follows:

- Development and teaching of new courses.
- Adaptation and teaching of existing courses.
- Compensation models for TDAI and the participating Colleges and academic units for the provision of instructional, curricular, and administrative support.

To meet these requirements, TDAI will lead to define:

- Clear position descriptions and roles of the PSM-TDA Faculty Mentor, the likely recruitment of suitable candidate and her/his affiliation to participant departments. The affiliation (Computer Science, Statistics, Design, etc.) will be determined by the training and skill sets of chosen candidates.
- Curricular and Instructional support from departments. TDAI will work with Chairs and Graduate Chairs of participating departments for curriculum and instructional support. Operational and financial agreements between all participants. TDAI will enter into agreements regarding costs to all parties and institutionalize the above revenue sharing
model with all participating entities to. First it will create an agreement with the Graduate School for the administrative support of the PSM-TDA degree program. Further, TDAI and Graduate School will work administrations of participating colleges and units to create mechanisms of administrative and financial support. Appropriate agreements will be detailed in MOUs between TDAI and participating entities. It is also expected that, through tuition charges, the PSM-TDA program will provide a reliable revenue stream to TDAI and the various participating units, as per the blueprint in various MOUs. New resources committed to the TDA-PSM program will not interfere with the current pedagogical activities of the participating units if so deemed. Further, participating units will have freedom to recruit faculty of appropriate training and rank (clinical faculty, tenure track, instructors, etc.) per the market demands they operate with.
The Ohio State University Board of Trustees
November 20, 2019

Topic:
Amendments to the Rules of the University Faculty

Context:
The University Senate has recommended revisions to the Rules of the University Faculty to address two topics:

1. Renaming the title of the “director of libraries” to the “dean of libraries”
   - “Dean of libraries” is the norm in higher education, and this title conforms with the principle that tenure eligible faculty are led by deans, not directors
   - Ten of the Big Ten universities employ a dean of libraries. None, other than Ohio State, employ a director of libraries
   - The Office of Academic Affairs and the current director of libraries both support the proposed title change;
   - The elimination of rule 3335-3-18 and the creation of rule 3335-3-28 would address this issue and be consistent with the grouping of dean positions in chapter 3335-3 as part of a longer term logical resequencing of the entire chapter by the University Senate Rules Committee.

2. Aligning grade forgiveness deadlines with withdraw deadlines
   - The current deadlines for applying for grade forgiveness comes before students have any meaningful feedback about their performance and is out of sync with the deadlines for withdrawing from a course.
   - The current deadline of 5 p.m. is impractical or confusing when offices officially close at a time other than 5 p.m., such as during summer hours. This has caused difficulties for students and advisors.
   - Revisions to the 3335-8-27.1 grade forgiveness rule and to 3335-8-32 withdrawal from courses include practical deadlines for each term and replaces all instances of a 5 p.m. deadline with “close of business.”
Appendix XXXI

Appointments/Reappointments of Chairpersons

RICHARD BEDNARSKI, Chair, Department of Veterinary Clinical Sciences, effective September 1, 2019 through June 30, 2022

*TANYA Y. BERGER-WOLF, Director, Translational Data Analytics Institute, effective January 1, 2020 through December 31, 2024

GREGORY A. DAVIS, Chair and Associate Director for Programs, Department of Extension, effective August 1, 2019 through July 31, 2023

JOSEPH K. GOODMAN, Chair, Department of Marketing and Logistics, effective September 1, 2019 through August 31, 2023

DOROTHÉE C. IMBERT, School Director, Knowlton School of Architecture, effective July 1, 2020 through May 31, 2024

ROBERT B. LOUNT JR., Chair, Department of Management and Human Resources, effective September 1, 2019 through August 31, 2023

**BERNADETTE A. MINTON, Chair, Department of Finance, effective September 1, 2019 through August 31, 2023

DARREN ROULSTONE, Chair, Department of Accounting and Management Information Systems, effective September 1, 2019 through August 31, 2023

SCOTT D. SCHEER, Interim Chair, Department of Agricultural Communication, Education and Leadership, effective September 1, 2019 through August 31, 2020

ROBYN WARHOL, Chair, Department of English, extension through June 30, 2020

*New Hire

**Reappointment

Faculty Professional Leave Cancellations

PETER M. SHANE, Professor, Moritz College of Law, Cancellation of FPL for Autumn 2019

DANIEL P. TOKAJI, Professor, Moritz College of Law, Cancellation of FPL for Spring 2020

Emeritus Titles

DAVID A. BENFIELD, Department of Animal Sciences, with the title of Professor Emeritus, effective January 1, 2020

JULIE M. GASTIER-FOSTER, Department of Pathology, with the title of Professor-Clinical Emeritus, effective October 3, 2019

NYLA A. HEEREMA, Department of Pathology, with the title of Professor Emeritus, effective November 1, 2019

STEVEN W. RISSING, Department of Evolution, Ecology and Organismal Biology, with the title of Professor Emeritus, effective January 1, 2020
**Presiding Officer**  
Michael V. Drake  
President

**Prelude—1:30 to 2 p.m.**  
The Symphonic Band  
Scott A. Jones, Conductor

**Welcome**  
Molly Ranz Calhoun  
Interim Senior Vice President for Student Life

**Processional**

**National Anthem**  
Graduates and guests led by Ryan D. Adams  
Graduate Student  
School of Music

**Invocation**  
Marla K. Flewellen  
Chaplain  
Department of Chaplaincy and Clinical Pastoral Education  
Wexner Medical Center

**Commencement Address**  
Sherrod Brown  
United States Senator

**Conferring of Distinguished Service Award**  
Recipient presented by Alex Shumate  
Board of Trustees  
Katherine Lien Kisker

**Conferring of Degrees in Course**  
Colleges presented by Bruce A. McPheron  
Executive Vice President and Provost

**Awarding of Diplomas**

**Alma Mater—Carmen Ohio**  
Graduates and guests led by Ryan D. Adams  
Oh! Come let’s sing Ohio’s praise,  
And songs to Alma Mater raise;  
While our hearts rebounding thrill,  
With joy which death alone can still.  
Summer’s heat or winter’s cold,  
The seasons pass, the years will roll;  
Time and change will surely show  
How firm thy friendship—O-hi-o!

**Recessional**

Excerpts from the commencement ceremony will be broadcast on WOSU-TV, Channel 34, on Monday, December 16, at 5 p.m.

Livestream coverage and a replay of the ceremony in its entirety can be viewed at commencement.osu.edu.
Ohio’s senior U.S. Senator, Sherrod Brown, is an alumnus of The Ohio State University and a distinguished elected official who has devoted his life to public service. Over the course of his career, he has advanced the interests of Ohioans and Americans alike in the name of equality, justice and dignity.

First elected to the U.S. House of Representatives in 1992, Senator Brown served Ohio’s 13th Congressional District until 2007, when he was sworn in to the U.S. Senate. During his tenure in public office, he has championed workers’ rights and American manufacturing, taken on Wall Street, advocated for veterans and service members, assisted communities combating the opioid crisis, promoted affordability and accessibility in higher education and modernized federal agricultural policies.

A former instructor at Ohio State’s Mansfield campus, Senator Brown has been a strong advocate for Ohio colleges and universities. He established the first-of-its-kind annual Ohio College and University Presidents Conference held in Washington, D.C., to address the higher education and job training needs of the state. In addition, he founded the Propel Ohio program to encourage civic engagement and leadership among undergraduate students. He is also an avid supporter of My Brother’s Keeper, a national organization that works to expand academic opportunities for boys and young men of color.

Prior to his election to Congress, Senator Brown served as Ohio secretary of state and was a member of the Ohio General Assembly. He is currently the ranking member of the Senate Banking Committee and a member of the Senate committees on Finance; Agriculture, Nutrition and Forestry; and Veterans’ Affairs.

Born in Mansfield, Ohio, Senator Brown received his undergraduate degree from Yale University before continuing his education at Ohio State, earning master’s degrees in education and public administration. He is married to Pulitzer Prize-winning columnist Connie Schultz. They live in Cleveland and have four children and seven grandchildren.
A two-time graduate of The Ohio State University, Katherine “Kitty” Kisker has dedicated her career to fostering a more equitable and accessible higher education system. She has served Ohio State for over five decades as a faculty member, advisor and volunteer leader, throughout which she promoted student success and enhanced the welfare of the campus community.

Ms. Kisker’s relationship with the university began in 1963, when she enrolled as an undergraduate nursing student. After earning her bachelor’s degree in 1966 and master’s degree in 1967, she accepted a faculty position with Ohio State’s College of Nursing in 1968.

In addition to teaching, Ms. Kisker served as a faculty advisor for many of the university’s premier service organizations, including Ohio Staters Inc. and Mortar Board and serving as the director of student affairs and college secretary in the College of Nursing. In those roles, she created an empowering environment for students and enabled them to lead the development and implementation of impactful community service projects.

In addition to advocating for students, Ms. Kisker also made significant contributions to academic affairs at Ohio State through her service on dozens of college and university committees. Notably, she coordinated the university’s Committee on Academic Misconduct from 1993 to 2002. During her tenure, Ms. Kisker spearheaded the rewriting of academic misconduct rules to ensure equitable processes for both students and faculty.

Ms. Kisker is the recipient of numerous university honors, including the College of Nursing’s Distinguished Alumni and Community Service awards, the Division of Student Affairs Distinguished Service Award and The Ohio State University Alumni Association’s Josephine S. Failer and Ralph D. Mershon awards.

Now retired, Ms. Kisker continues to advance the efforts of the university. She serves on the Alumni Advisory Council as a College of Nursing representative and works to raise funds for student scholarships. She lives in Columbus, Ohio, with her husband, Richard, who is also a loyal Buckeye alumnus.
Garima Agarwal, Jamshedpur, India
B.Engr. (Visvesvaraya Technological University)
Pharmaceutical Sciences
Dr. Anil K. Khaparde

Nima Ajam Gard, Dublin
B.Sc.Civ.Eng. (Amir Kabir University of Technology)
M.S.
Civil Engineering
Dr. Aper Elayi

Dr. Viki Wysocki
M.S. (Missouri State University)
B.S. (University of Ghana)

Shuo Shen, Columbus
B.S. (Pamukkale University)
M.S.
Food Science and Technology
Dr. Luis Rodriguez-Saona

Muneer Issa Salim Al Sabbagh, Ibad, Jordan
B.S. (American University of Sharjah)
M.S. (RWTH Aachen University)
M.S.
Electrical and Computer Engineering
Dr. Langyu Xu

Rasmyah Fahad A Alaybani, Columbus
Bachelor’s, M.A. (Imran Muhammed bin Saud Islamic University)
Near Eastern Languages and Cultures
Dr. Johanna Soliman

Masis Maher Badawi Aldwaike, Amman, Jordan
B.S., M.S. (University of Jordan)
Civil Engineering
Dr. Halli Sezen

Reed Ali M Almhadi, Columbus
B.S. (King Abdul Aziz University)
M.S.
Electrical and Computer Engineering
Dr. Kubilay Sertel

Faisal Fahim D Aloitaibi, Columbus
B.S.Elec.Eng. (King Fahd University of Petroleum and Minerals)
M.S.
Electrical and Computer Engineering
Dr. Hesham Esgamal
Dr. Aliha Elyimaz

Khaled A T A S A Alattabaei,
Kuwait City, Kuwait
Bachelor's (Kuwait University)
M.S.
Oral Biology
Dr. Purnima Kumar

Anand Nagarajan, Mumbai, India
B.Tech. (Indian Institute of Technology Bombay)
M.S.
Mechanical Engineering
Dr. Sohel Sagarthi

Jason T. Anderson, Austintown
B.S. (Youngstown State University)
Pharm.D.
Pharmaceutical Sciences
Dr. Shayan Baker
Dr. Alexander Sparreboom

Mukilan Thirunavukkarasu Arasu, Chennai, India
B.Tech., M.Tech. (Indian Institute of Technology Kharagpur)
B.S.
Chemical Engineering
Dr. Giorgio Rizzoni

Keivan Asadi, Columbus
B.S. (University of Tabriz)
M.S. (Iran University of Science and Technology)
Mechanical Engineering
Dr. Han No Cho

Elias Assaf, Orlando, FL
B.A., M.A. (University of Central Florida)
M.A.
Political Science
Dr. Styler Crommer

Teng Bao, Jiaxian, China
B.Engr. (Zhejiang University of Science and Technology)
Master's (Jiangnan University)
M.S.
Chemical Engineering
Dr. Shang-Tein Yang

Shelby Lee Behnke, Dublin
B.S. (University of South Carolina)
M.S.
Chemistry
Dr. Hannah Shrobat

Lisa Beiswenger, Galitzen, PA
B.A. (Saint Francis University)
M.A. (Indiana University of Pennsylvania)
M.A. (Keel University)
M.A.
Anthropology
Dr. Jeffrey Cohen

Hannah Scarlett Bekebrede, Worthington
B.S. (Cedarville University)
Molecular, Cellular and Developmental Biology
Dr. Yasuko Rikihisa

Patrick Michael Taylor Bergin, Jr., St. Louis, MO
B.Mus.Ed. (University of Missouri)
M.A.
Music
Dr. Charles Atkinson

Erin Corinne Blankenship-Sefczek, Omaha, NE
B.A., M.A. (San Diego State University)
Anthropology
Dr. Debra Guatelli-Steinberg

David Douglas Bowers, Columbus
B.A. (University of The South)
M.Divinity (Nazareth House)
M.B.A. (Western Governors University)
M.A.
Human Sciences
Dr. Suzanne Haring

Nathan Robert Boyer, Columbus
B.S. (University of Toledo)
M.S.
Aeronautical and Astronautical Engineering
Dr. Jack McNamara

Matthew Lawrence Buchanan, Pickerington
B.S.Elec.Eng. (Miami University)
Electrical and Computer Engineering
Dr. Joel Johnson

Abigail Francesca Buffington, Columbus
B.A. (University of Pittsburgh)
M.A. (New York University)
Anthropology
Dr. Jan Radzynski

John Quentin Buquoi III, Powell
B.S. (University of Georgia)
M.S. (Wright State University)
Chemistry
Dr. David Nagib

Yuliya Ilincich Buquoi, Powell
B.S. (California State University)
M.F.A. (American Military University)
Slavic and East European Languages and Cultures
Dr. Ludmila Iurin

Nathaniel John Buteyn, Columbus
B.S. (Calvin College)
Molecular, Cellular and Developmental Biology
Dr. Susheela Tridandapani

Lydia Kathleen Caldwell, Grove City
B.S., M.S. (University of Dayton)
Human Sciences
Dr. William Kneamer

Daniel Marcus Canaday, Flemimg
B.S., M.S.
Physics
Dr. Daniel Gauthier

Rebecca Elizabeth Cash, Columbus
B.A. (Boston University)
M.Pub.Hlth. (University of Louisville)
Public Health
Dr. Sarah Anderson

Shi Che, Hebi, China
B.S. (Nanjing University)
M.S. (University of California)
Physics
Dr. Chun荣 Leung

Sheng-Lun Cheng, Columbus
B.S. (Wenzhou University of Language)
M.A. (New Mexico State University)
M.A.
Education
Dr. Ke Xie

Jongchan Choi, Wonju, South Korea
B.S., Master's (Inha University)
Electrical and Computer Engineering
Dr. Mahesh Hildada

The Graduate School
Dean: Alicia L. Bertone

Jingbei Li, Wuhan, China
B.F.A. (Wuhan Conservatory of Music)
M.Music (University of Arizona)
B.A. (Shandong University of Arts)

Guilherme Abreu Faria, Santos Dumont, Brazil
Bachelor's, M.A. (San Diego State University)
B.A., M.A. (San Diego State University)

Binshan Zhao, Huhehaote, China
B.A. (Shandong University of Arts)
M.Music (University of Arizona)
B.A. (Saint Francis University)

Shaoji Li, Wuhan, China
B.S. (Peking University)
M.S.
Chemical Engineering
Dr. Sherry Yang

Jinsheng Hu, Columbus
M.Music (University of Arizona)
B.A. (Saint Francis University)

Doktor of Philosophy
Guilherme Abreu Faria,
Santos Dumont, Brazil
Bachelor’s, M.S. (Universidade Estadual de Campinas)

Erik Soren Malmer, Sugar Land, TX
B.Music (University of Houston)
M.Music

Shuo Shen, Jinan, China
B.A. (Shandong University of Arts)
M.Music (University of Arizona)

B.Shanzhao, Huhehaote, China
B.A. (Shandong University of Arts)
M.Music (University of Arizona)

Matthew Lawrence Buchanan, Pickerington
B.S. (University of Toledo)
M.S.
Aeronautical and Astronautical Engineering
Dr. Jack McNamara

Jan Radzynski, Columbus
B.S. (University of Georgia)
M.S. (Wright State University)
Chemistry
Dr. David Nagib

Yuliya Ilincich Buquoi, Powell
B.S. (California State University)
M.F.A. (American Military University)
Slavic and East European Languages and Cultures
Dr. Ludmila Iurin

Nathaniel John Buteyn, Columbus
B.S. (Calvin College)
Molecular, Cellular and Developmental Biology
Dr. Susheela Tridandapani

Lydia Kathleen Caldwell, Grove City
B.S., M.S. (University of Dayton)
Human Sciences
Dr. William Kneamer

Daniel Marcus Canaday, Flemimg
B.S., M.S.
Physics
Dr. Daniel Gauthier

Rebecca Elizabeth Cash, Columbus
B.A. (Boston University)
M.Pub.Hlth. (University of Louisville)
Public Health
Dr. Sarah Anderson

Shi Che, Hebi, China
B.S. (Nanjing University)
M.S. (University of California)
Physics
Dr. Chun荣 Leung

Sheng-Lun Cheng, Columbus
B.S. (Wenzhou University of Language)
M.A. (New Mexico State University)
M.A.
Education
Dr. Ke Xie

Jongchan Choi, Wonju, South Korea
B.S., Master's (Inha University)
Electrical and Computer Engineering
Dr. Mahesh Hildada

This program is not an official graduation list.
This printed program lists students who were eligible to graduate for Autumn Semester 2019, as of 5:00 p.m., December 5, 2019, pending the outcome of final examinations and final grades. Therefore, it should not be used to determine a student’s academic or degree status. The University’s official registry for conferment of degrees is the student’s permanent academic record, kept by the Office of the University Registrar, Student Academic Services Building, 289 West Lane Avenue, Columbus, OH 43210-1132.
Yoquia Hoffman, Columbus
B.A. (West Virginia University)
M.A.
English
Dr. Brian McHale

Mohammad Shahriar Hooshmand, Mashtahid, Iran
B.S. (Sharif University of Technology)
M.S.
Materials Science and Engineering
Dr. Maryam Ghazisaeidi

Rachel Hopkins, Dublin
Diploma (Lister Fernic Academy of Music)
B.Music (Trinity Laban)
M.A. (Western Kentucky University)
English
Dr. Amy Shuman

Baruze Hu, Qionghuadao, China
Bachelor’s (Harbin Institute of Technology)
Master’s (University of Chinese Academy of Sciences)
Electrical and Computer Engineering
Dr. Jin Wang

Meng Huang, Shanghai, China
Bachelor’s (Shandong University of Technology)
Master’s (Tongji University)
M.S.
Mechanical Engineering
Dr. Minat Kumar

Jerald Robert Jaborak, Vesper, WI
B.S. (University of Wisconsin)
M.S.
Animal Sciences
Dr. Alekando Reiling

Deeksha Jain, Gurgoan, India
Bachelor’s (Institute of Chemical Technology-ICT)
M.S.
Chemical Engineering
Dr. Anne Co

Heon Jeon, Jeonju, South Korea
B.A. (wonkwang University)
M.A. (sogang University)
M.S. (University of Pennsylvania)
Education
Dr. Alan Hirvela

Mengxuan Jia, Zhenjiang, China
Bachelor’s (University of Notre Dame)
M.A.
Chemistry
Dr. Alexsandr Volsky

Christopher Michael Johnson, Westerville
B.A. (University of South Carolina)
M.A.
English
Dr. Dorothy Noyes

Jared Matthew Jones, Alexandria, VA
B.A. (West Virginia University)
M.A.
English
Dr. Rowam Wheeler

Lisa Ann Juckett, Columbus
B.S., M.Occ.Ther. (Quinnipiac University)
Social Work
Dr. Alicia Benger

Joohoon Kang, Seoul, South Korea
B.A. (Hanyang University)
M.Educ. (University of Pennsylvania)
Education
Dr. Youngsoo Yi

Minhee Kang, Changwon, South Korea
B.S. (Indiana University of Pennsylvania)
Chemistry
Dr. Zhengrong Wu

Codruta P. Kauraw, Columbus
B.A., M.A. (Syracuse University)
Human Sciences
Dr. Suzanne Haring

Brittney Lee Keller-Hamilton, Findlay
Public Health
Dr. Amy Feinlech

Fenella Kate Kennedy, London, United Kingdom
B.A.Honors (Trinity Laban)
Dance
Dr. Karen Eilot

Keren Ahmed Khan, Columbus
B.Engr. (University of Mumbai)
M.S.
Computer Science and Engineering
Dr. Arvab Nandi

Inyun Kim, Columbus
B.A., M.A. (Seoul National University)
History
Dr. David Stebenne

Jonelle Jean Knapp, Hilliard
B.S.Nutrition, O.D.
Vision Science
Dr. Kean Varnoadole

Daniel Knapper, Columbus
B.A. (Calvin College)
Master’s (University of Virginia)
English
Dr. Hannibal Hamlin

Jonathan Wayne Kochenspargar, Kettering
B.S.Educ., M.Educ. (Wright State University)
Theatre
Dr. Lesley Fens

Christopher Joseph Kovacs, Columbus
B.S.Mat.Sci.Eng., M.S.
Materials Science and Engineering
Dr. Michael Sumpson

Sriram Krishnaswamy, Chennai, India
B.Eng., M.S. (Birla Institute of Technology and Science)
M.S. (University of Florida)
Mechanical Engineering
Dr. Minat Kumar

Reed Michael Kurtz, Columbus
B.A. (Butler University)
M.A.
Political Science
Dr. Alexander Wendt
Dr. Joel Wainwright

Kathryn Jane Lang, Lancaster
B.S., M.A.
History
Dr. Christopher Otter

Simon Murdoch Lavis, Plymouth, United Kingdom
B.Laws (Swansea University)
M.A. (University of East Anglia)
M.A.
Communication
Dr. Emily Moyer-Guse

Hyoseon Lee, Fort Lee, NJ
B.S. (Chonnam National University)
B.A. (Hankuk University of Foreign Studies)
M.A. (Asbury University)
Education
Dr. Alan Hirvela

Su-Jeong Lee, Columbus
B.S., M.S. (Kyung Hee University)
Physics
Dr. Kious Honscheid

Anthony James Lefeld, St. Henry
B.S. (University of Notre Dame)
M.S.
Physics
Dr. Brian Winer

Xuefei Li, Laiwu, China Bachelor’s (Ocean University of China, Qingdao)
Master’s (University of International Business and Economics)
Dr. Margaret Wyczynski

Yongping Liang, Guangzhou, China
B.S., M.S. (Sun Yat-sen University)
Geography
Dr. Dashing Liu

Lin Lin, Yulin, China Bachelor’s, Master’s (Renmin University of China)
M.A.
Economics
Dr. Kurt Lavetti

Yuzhou Liu, Xian, China
B.Engr. (Xian Jiaotong University)
M.S.
Computer Science and Engineering
Dr. Deliang Wang

Lauren Marie Loftus, Columbus
B.S. (Ohio University)
Chemistry
Dr. Claudio Turnu

Daijifan Mao, Columbus
B.Engr. (North China Electric Power University)
M.S.
Electrical and Computer Engineering
Dr. Jianbang Wang

John Michael Maroli, Lakewood
B.S.Elec.Cptr.Eng., M.S.
Electrical and Computer Engineering
Dr. Umz Ogoune
Dr. Keith Redmond

Dimitria Amelia Mathys, West Mansfield
B.S. (Rutgers University-New Brunswick)
M.Pub.Hlth. (George Washington University)
D.NM. (University of Pennsylvania)
Comparative and Veterinary Medicine
Dr. Thomas Wuttum

Eric Thomas McClure, York, PA
B.S. (Millersville University of Pennsylvania)
M.S.
Chemistry
Dr. Patrick Woodward

Ahmed Meneveesoglu, Sivas, Turkey
B.S. (Aksar University)
M.S.
Food Science and Technology
Dr. Luis Rodriguez-Spana

Diana Lynn Messor, Redding, CT
B.S. (Southern Connecticut State University)
M.S. (Mercyhant University)
Anatomy
Dr. Amanda Agnew

Sarah Rebecca Mielke, Hilliard
B.S. (State University of New York College of Environmental Science and Forestry)
M.Pub.Hlth.
Comparative and Veterinary Medicine
Dr. Rebecca Garobed

Yousef Mohammad Darestani, Columbus
B.S. (University of Tehran)
M.S. (Sharif University of Technology)
Civil Engineering
Dr. Abdollah Shafeiezadeh

Sara Michelle Mueller, Columbus
B.S. (Colorado State University)
M.S.
Physics
Dr. Jay Gupta

Chiranjit Mukherjee, Columbus
Bachelor’s (Maulana Abul Kalam Azad University of Technology)
M.S.
Integrated Biomedical Science Graduate Program
Dr. Eugene Leys
November 21, 2019, Board of Trustees meeting

Sourabh Gangadhar Nadgouda, Pune, India
B.Eng. (Institute of Chemical Tech-ICT) Chemical Engineering
Dr. Liang-Shih Fan

Krystel Animesh Narvarro-Acevedo, Wooster
Bachelor's (University of Puerto Rico) M.S. Plant Pathology
Dr. Anne Dorrance

Lisa Nguyen, Heath
B.S. (Millersville University of Pennsylvania) Chemistry
Dr. Terry Gustafson

Bhuvi Swarna Lalitha Nirushoddi, Hyderabad, India
B.S. (Purdue University) M.S.

Marliese Dion, Galena
Psychology
Dr. Kotaro Nakanishi

B.A. (Duksung Women's University) B.S. (Seoul National University) M.A., M.A.

Chloe Page, East Grand Rapids, MI
B.Com.Three (Keimyung University) M.A.

Congrong Ouyang, Wuhan, China
B.S. Bus Adm., M.S. Human Sciences
Dr. Sherman Hanna

Chloe Page, East Grand Rapids, MI
B.A. (Kalamazoo College) M.S.

Joonsuk Park, Iksan-si, South Korea
B.A., M.A. (Seoul National University) M.A., M.S. Psychology
Dr. Patricia Van Zandt Dr. Brandon Turner

Mi Seul Park, Pyeongtaek-si, Gyeonggi-do, South Korea
B.S. (Dukung Women's University) M.S. (Seoul National University) Chemistry
Dr. Kataro Nakashiri

Saemi Park, Seoul, South Korea
B.A., M.A. (Sungkyunkwan University) M.A. (Fordham University) Psychology
Dr. Paul De Bbeeck

Natasha Pettiger, Cody, WY 
B.A., B.S. (Montana State University) Chemistry
Dr. Bier Kohler

Benjamin Pfeifer, Ann Arbor, MI
B.A. (University of Notre Dame) M.A.

Lora A. Phillips, Solon
B.A. (Kent State University) M.A.

Christopher John Pierce, New Haven, CT
B.Musc (Oberlin College) M.S.

Dr. Daniel Strunk

Vedur Purde, Columbus
B.S. (San Francisco State University) Ohio State Biochemistry Program
Dr. Dmitri Kudryashov

Qian Qian, New York, NY
B.S. (Italian University of Technology) M.S.

Dr. Vincent Vu

Jonathan Andrew Race, Columbus
B.S. (University of Utah) Biostatistics
Dr. Michael Peenell

Apoorna Sathyama Rama, Columbus
B.S. (State University of New York at Binghamton) M.A.

Molly C. Reinhardt, Columbus Columbus
B.A., M.A.

M.C. Redmond

Sarah Ann Reisinger, Columbus
B.S. (Purdue University) M.Pub.Hlth. (Indiana University Purdue University Indianapolis) Public Health
Dr. Mary Wewers

Xianjie Ren, Wooster
B.Eng. (East China University of Science and Technology) M.S. (University of Akron) Food, Agricultural and Biological Engineering
Dr. Katrina Cornish

Joao Vinicius Ribeiro Leite Silva, Macae, Brazil
B.Eng. (Federal University of Alagoas) M.S.

Chemical Engineering
Dr. James Rathman

Christopher Bennett Riley, Columbus
B.S. (University of Maryland) Entomology
Dr. Mary Gardner

Alfredo Rafael Roa Henriquez, Barranquilla, Colombia
B.S. (Universidad del Norte) Master's (Pontificia Universidad Javeriana) M.S. (University of Florida) Public Policy and Management
Dr. Noah Dormady

Dr. Robert Greenbaum

Sebastian Andrea Romo Arango, Medellin, Colombia
Titula.Bach., Magister (Universidad Nacional de Colombia) Welding Engineering
Dr. Antonio Ramirez Londoño

Cristian Rostiti, Mapello, Italy
Laurea, Master's (Politecnico di Milano) Mechanical Engineering
Dr. Marcello Canova

Dr. Andrea Senrini

James Rudolph Rowland IV, Columbus
B.S., Bachelor's (North Carolina State University) Physics
Dr. Mohit Randeria

James R. Rule, Delaware
B.S.Weld.Eng., M.S. Welding Engineering
Dr. Brian Alexandrov

Seckin Sahin, Columbus
B.S. (Bilkent University) M.S.

Electrical and Computer Engineering
Dr. Kulanlul Sertel

Brittney Leigh Schirda, Cranberry Township, PA
B.S. (University of Pittsburgh) M.A.

Psychology
Dr. Ruchika Prakash

Elizabeth Koss Schmidt, Mason
B.S. (Lindenwood University) M.Occ.Ther.

Health and Rehabilitation Sciences
Dr. Amy Darragh

Matthew Alan Sermersheim, Goshen, KY
B.S. (University of Kentucky) Integrated Biomedical Science Graduate Program
Dr. Jaison Ma

Tiffany Marie Shader, Yorba Linda, CA
B.A. (Biola University) M.A. (University of North Carolina) Psychology
Dr. Theodore Brauchan

Ji Won Shin, Columbus
B.S.Nurs., Master's (Ewha Woman's University) Nursing
Dr. May Hopp

Matthew Soubia, Columbus
B.A. (Franklin and Marshall College) M.S. (London School of Economics and Political Science) Master's (University of Saint Andrews) Philosophy
Dr. Neil Tannent

Ashley Danielle Stewart, Wooster
B.S. (Illinois College) M.S. (University of Nebraska) Translational Plant Sciences
Dr. Andrew Michal

Dr. Joshua Blakeslee

Jeffrey Raymond Stewart, Madeira
B.S.Weld.Eng., M.S. Welding Engineering
Dr. Brian Alexandrov

Jiankai Sun, Heze, China
B.Eng., Master's (Shandong University) M.S. Computer Science and Engineering
Dr. Srinivasan Pancharatnam

Christian Supiot, Columbus Licenciado, M.A. (University of Valladolid) Diploma (University of Valencia) M.A. (University of Ioway) Spanish and Portuguese
Dr. Lisa Vogt

Arie Hadipranoto Tan, Hilliard
B.S., M.S., M.App. Stats. Geodetic Science and Surveying
Dr. Michael Durand

Dr. Taranjit Butalia

Rodney Willis Tollerson II, Homewood, IL
B.S. (University of Arizona) Microbiology
Dr. Michael Ibba

Joni Lynn Tornwall, Pickerington
B.S.Nurs. (University of Texas Medical Branch at Galveston) M.Ed. (Ohio University) Education
Dr. KuKe

Kevin Scott Vrech, Middletown, CT
B.A. (University of Wisconsin) M.A. (State University of New York at Binghamton) History
Dr. John Brooke

Hugh David Walpole, Bethesda, MD
B.A. (University of Maryland) M.S. Environment and Natural Resources
Dr. Robyn Wilson
November 21, 2019, Board of Trustees meeting

Master of Applied Economics
Andrew Paul Borst, Columbus
B.A. (New York University)
Applied Economics

Nicholas Earl Daley, East Canton
B.Bus.Adm. (Kent State University)
Applied Economics

Master of Applied Statistics
Daokun Sun, Columbus
B.S. (Wuhan University)
Ph.D.
Statistics

Master of Arts
Samuel Tustin Adams IV, Columbus
B.S., Bachelor's, M.Acct. (Tulane University)
Accounting and Management Information Systems

Nicole Marie Ahomed, Cay, NC
B.S.Educ. (Ohio University)
Education

Erick Axe, Cave Springs, AR
B.A. (University of Arkansas)
Sociology

Coralia Teodora Balasca, Columbus
B.A. (Furman University)
Sociology

Jacob Beard, Columbus
B.A. (Northwest Missouri State University)
M.A. (Miami University)
Slavic and East European Languages and Cultures

Christina Bijou, Waldbro, MD
B.A. (University of Maryland)
Sociology

Eungang Choi, Columbus
B.A. (Hankdang Global University)
Master's (KDI School of Public Policy and Management)
Sociology

Julie Ann Roark Clark, Marysville
B.S. Nurs. (Capital University)
Education

Amber J. Coffey, Columbus
B.S.Educ. (Ohio University)
Public Policy and Management

Chandra Brie Cox, Pickerington
B.S.Educ. (Ohio University)
Education

Vinicius De Melo Justo, Columbus
Titulo.Bach., Titulo.Mast. (Universidade de Sao Paulo)
Political Science

Daniel Eduardo Diaz Espinosa, Columbus
B.A. (National Autonomous University of Mexico)
Economics

Stephanie Marie DiFilippo, Gahanna
B.A. (West Virginia University)
Bioethics

Ellen Elizabeth Dossey, Columbus
B.A. (Macalester College)
M.A. (University of York)
Linguistics

Robert Wayne Gammon Pitman, Cincinnati
B.S.Chem.Eng., M.S.
Education

Seogyoun Gu, Westerville
B.A., M.A. (Sungkyunkwan University)
Slavic and East European Languages and Cultures

Tierney Anne Hankenholz, Worthington
B.S. (University of Dayton)
Education

Andrew Hascher, Delaware
B.S. (Bowling Green State University)
Slavic and East European Studies

Antonio de Jesus Hernandez, Columbus
B.A., M.A. (San Jose State University)
Linguistics

Jaimee Hilton, Pataksala
B.S.Educ.
Education

Kara Ann Hooser, Hilliard
B.A. (North Carolina State University)
M.A. (Saint Mary's University, Texas)
Political Science

Minseon Ku, Columbus
B.A., Master's (Yonsei University)
Political Science

Nelson Victor Lindgren, Columbus
B.S. (University of Oregon)
Economics

Travis Lucas, Orient
B.S.Agr.
Education

Karen Marie Mandl, Columbus
B.S. (University of Wisconsin)
M.S. (University of Texas at Dallas)
Ph.D. (Iowa State University)
M.A.
Public Policy and Management

Kristen Marie McCormack, Glenwood, NJ
B.A., B.S. (University of Massachusetts)
Speech-Language Pathology/Program

Jenna Ott, Columbus
B.A. (Berea College)
Education

David August Peterson, Columbus
B.A. (University of Chicago)
Political Science

Cheri Marie Pettay, Chicago, IL
B.A., M.A. (Northern Illinois University)
Bioethics

Kaye Puthawala, Columbus
B.A. (University of Tsukuba)
East Asian Languages and Literatures

Edward Jeremiah Roberts, Columbus
B.A. (Denison University)
Public Policy and Management

Nataliya Rubinchik, Columbus
B.A., M.A. (City University of New York, Hunter College)
Psychology

Angela Isabella Saulsbury, Columbus
B.S. (Northeastern University)
Psychology

Paul Steven Scotti, Columbus
B.A. (George Washington University)
Psychology

Jocelyn D. Shoemake, Mansfield
B.A. (University of Chicago)
M.Pub.Hlth. (University of Pittsburgh)
Psychology

Laura Therese Simon, Muskegon, MI
B.A. (Saint Mary's College)
Psychology

Lisa Michelle Smith, Westerville
B.S. (Calvin College)
M.S. (Bowling Green State University)
Education

Jinzhong, China
B.A. (Yale University)

Jingna Song, Puyang, Henan, China
B.A. (Beihang University)
Education

Matthew Spearly, Mercersburg, PA
B.A. (West Virginia University)
Political Science

Raymond Michael Stahl, Shorewood, IL
B.A. (University of Chicago)
M.S., Master's (University of Illinois)
Accounting and Management Information Systems

Ariana June Steele, Auburn, WA
B.A. (Northwestern University)
Linguistics

Lauren Bruce Stets, Galena
B.A.
Public Policy and Management

Jennifer Lee Thomas, Nashport
B.SEduc. (Ohio University)
Education

Michael Thomas Thornburg, Cleveland
B.A. (University of North Carolina)
Education

Sydnee Vaterlaus, Dublin
B.S. (Brigham Young Univ Hawaii)
Education

Riley Dane Wagner, Attica
B.A.
Linguistics

Andrew Joseph Winkel, Bexley
B.S.Comm. (Ohio University)
J.D. (Ohio Northern University)
Public Policy and Management

Mollie Elizabeth Wright, Uniontown
B.S.Educ. (University of Akron)
Education

Mingye Yang, Lianyungang, China
B.A. (Miami University)
Education

Ashley Nicole Zaborniak, Columbus
B.S.Hunn.Ecol.
Education

Chenyao Zhang, Beijing, China
B.A. (Franklin and Marshall College)
Sociology

Xiuyue Zhang, Changchun, China
Bachelor's (Nankai University)
East Asian Studies

Xiuyue Zhang, Changchun, China
Bachelor's (Nankai University)
East Asian Studies

Jessica Marie Zupkovich, Columbus
Bioethics
Eliza McClurg, Tipp City
B.A., Business Administration

Divya Rani Patra, Delaware
B.Tech. (KIIT University)
Business Administration

Robert Shane Paul, Columbus
B.F.A. (Seton University)
M.Mus., M.Acct.
Business Administration

Christopher Poelking, Columbus
B.S.Civ.Eng. (Purdue University)
Business Administration

Smitha Jaya Sasindran, Powell
Bachelor's (West Bengal University of Animal & Fishery Science)
M.S. (University of Texas at San Antonio)
Business Administration

Michael James Storm, Columbus
B.A. (Brigham Young University)
Business Administration

Yijing Yao, Shanghai, China
B.S. (Shanghai University of Finance and Economics)
Business Administration

Master of Business Logistics Engineering

Zhenjie Chao, Changchun, Jilin, China
Bachelor's (Central University of Finance and Economics)
Business Logistics Engineering

Ling Dai, Changsha, China
B.S. (Purdue University)
Business Logistics Engineering

Huiyan Guo, Hancheng, China
B.S. (Purdue University)
Business Logistics Engineering

Qixin Hu, Deyang, China
B.Engr. (Southwest Jiaotong University)
Business Logistics Engineering

Qing Jia, Lulong, Qinhuangdao, China
B.Engr. (Hebei Polytechnic University)
M.S. (Beijing Institute of Technology)
Business Logistics Engineering

Alexander Jon-William Luo, Dublin
B.S. (United States Military Academy)
Business Logistics Engineering

Wei Ma, Beijing, China
Bachelor's (China Agricultural University)
Business Logistics Engineering

Lucas Alexander Mairal-Cruz, Cincinnati
Business Logistics Engineering

Siyang Sang, Chongqing, China
Bachelor's (Southeast University)
Business Logistics Engineering

Rui Sun, Chongqing, China
B.Engr. (Beijing University of Posts and Telecommunications)
Business Logistics Engineering

Erin Wildofsky, Columbus
B.S. (University of California)
Business Administration

Paula Cole, Middletown, MD
B.A. (Virginia Commonwealth University)
Business Administration

Edward W. Cooner, Chapel Hill, NC
B.A. (Johns Hopkins University)
Business Administration

Tara E. Cosgrove, Columbus
B.S. (University of Florida)
M.D. (Florida State University)
Business Administration

Penny E. Craig, Portsmouth, VA
Diploma (Centara College of Health Sciences)
B.S. (Virginia Commonwealth University)
Business Administration

Michael A. Doss, Dublin
B.A.
Business Operational Excellence

David Khoi Nguyen, Pickerington
B.S.Aero.Astro.Eng., B.S.
Business Logistics Engineering

Hannah R. Birkho, Pemberville
B.S. (University of Wisconsin)
Business Operational Excellence

Megan M. Board, Columbus
B.A. (Fordham University)
Business Operational Excellence

Matthew Cambridge, Whitestown, IN
B.A. (Indiana University Purdue University Indianapolis)
Business Operational Excellence

Nick Bauer, Belleville, IL
B.S. (Southern Illinois University Carbondale)
Business Operational Excellence

Sheila R. Bennett, Pickerington
B.A.
Business Operational Excellence

Lois Ann Bernhardt, Westerville
M.Phy.Sci. (University of Wisconsin)
Business Operational Excellence
November 21, 2019, Board of Trustees meeting

Stacie G. Gece, Columbus
B.S. (Ald. Hth Prof.)
Business Operational Excellence

Alissa M. Guarneri, Spring Hill, FL
B.S. (University of Florida)
M.D. (Ross University)
Business Operational Excellence

LaQuenta Jones, Euclid
B.A. (Chancellor University)
M.S. (Lake Erie College)
Business Operational Excellence

John Keep, Powell
B.S. (DeWy University)
Business Operational Excellence

Lisa Marie Lawrence, Upper Sandusky
B.A.
Business Operational Excellence

Greg Linscott, Dubois, PA
B.S. (University of Maine)
Business Operational Excellence

Marcus D. McGinnis, Powell
B.S. (Illinois Wesleyan University)
Business Operational Excellence

Sean M. McGinnis, Powell
B.S. (Illinois State University)
Business Operational Excellence

Kenneth D McKuen, Edmond, OK
B.S. (University of Oklahoma-Norman)
Business Operational Excellence

Michael Melendez, Winfield, IL
B.S. (University of Phoenix)
Business Operational Excellence

Inggrianawaty W. Moore, New Albany
Business Operational Excellence

Victoria Mullins, Clearwater, FL
B.A. (Otterbein University)
Business Operational Excellence

Philip J. Prenger, Dublin
B.A.
Business Operational Excellence

Rakia Reed, Columbus
B.S. (University of Tennessee)
Business Operational Excellence

Jason A. Reeder, Macomb, MI
B.S. (California State Polytechnic University)
Master’s (Emory-Riddle Aeronautical University)
Business Operational Excellence

Kimberly Ross, Salem, OR
B.S. (University of Louisiana)
Business Operational Excellence

Erica H. Smith, Mebane, NC
B.S. (Mount Olive College)
Business Operational Excellence

Nuwoo Smith, Columbus
B.S. (University of Akron)
Business Operational Excellence

Kelvin Villamil, Stow
B.A. (Walsh University)
Business Operational Excellence

Daniel Young, Portage, MI
B.Bus.Adm. (Western Michigan University)
Business Operational Excellence

Master of City and Regional Planning

Navo Emmanuel, Indianapolis, IN
B.S. (Indiana University)
City and Regional Planning

Ciaran James Glynn, Columbus
B.A. (University of South Dakota)
City and Regional Planning

Master of Environment and Natural Resources

Catherine Cowan Becker, Grove City
B.A. (University of North Carolina)
M.A. (Indiana University)
M.A. (University of Wisconsin)
M.Publ.Adm.
Environment and Natural Resources

Julius Dorsey Metcalf, Columbus
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Environment and Natural Resources

Master of Global Engineering Leadership

Jon Alexander Miller, Columbus
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Global Engineering Leadership

Master of Health Administration

Rupa Tejas Mehta, Columbus
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Health Services Management and Policy

Master of Human Resource Management

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B.A. (Marietta College)
Human Resource Management

Catie Gmeiner, Columbus
B.S.Bus.Adm.
Human Resource Management

Master of Learning Technologies

Derek Leland Danek, Sagamore Hills
B.A., M.Educ.
Education

Steven Todd Nagel, Columbus
B.A., B.S., M.S.
Education

Master of Mathematical Sciences

Mark Alexander Caldwell, North Canton
B.S.
Mathematics

Master of Plant Health Management

Junaid Abdur Abdullah, Columbus
B.S. (University of Akron)
Plant Health Management

Master of Public Administration

Bruce Michael Allen, Columbus
B.A.
Public Policy and Management

Jennifer S. Brodie, Columbus
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Public Policy and Management

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Public Policy and Management

Emily Margaret Law, Columbus
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Public Policy and Management

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Pharm.D. (University of North Carolina)
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Mark of Public Health

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Public Health

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Public Health

Mona Tannous Thompson, Avon
B.S. (Ashland University)
Pharm.D. (University of North Carolina)
Public Health
<table>
<thead>
<tr>
<th>Name</th>
<th>Degree/Program</th>
<th>Institution</th>
</tr>
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<tbody>
<tr>
<td>Ashley Barto</td>
<td>B.S. (Kansas State University of Agriculture and Applied Science)</td>
<td>Health and Rehabilitation Sciences</td>
</tr>
<tr>
<td>Jacob Earl Copelin</td>
<td>B.S. Nutrition</td>
<td>Animal Sciences</td>
</tr>
<tr>
<td>Benjamín Michael Ichiro Cote</td>
<td>B.S. (University of Notre Dame)</td>
<td>Physics</td>
</tr>
<tr>
<td>Brian M. Crump</td>
<td>B.S. (Thomas More University)</td>
<td>Doctorate (University of Louisville)</td>
</tr>
<tr>
<td>Xinru Cui</td>
<td>B.S. (Southwest University)</td>
<td>Electrical and Computer Engineering</td>
</tr>
<tr>
<td>Nicholas Andrew Capzila</td>
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<td>Physics</td>
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<tr>
<td>Adam Bryant Dalifors</td>
<td>B.S.Civ.Eng.</td>
<td>Civil Engineering</td>
</tr>
<tr>
<td>Sanskriti Das</td>
<td>B.S. (Presidency University)</td>
<td>M.S. (Indian Institute of Technology Bombay)</td>
</tr>
<tr>
<td>Chamathika Hansani Dehiwala Lyanage</td>
<td>B.S. (University of Colombo)</td>
<td>Chemistry</td>
</tr>
<tr>
<td>Ramon Andreas Delgado IV</td>
<td>B.A. (Wittenberg University)</td>
<td>Human Sciences</td>
</tr>
<tr>
<td>Zachary Ryan Dell</td>
<td>B.S. (Carnegie Mellon University)</td>
<td>Mathematics</td>
</tr>
<tr>
<td>Brooke Kristine Delventhal</td>
<td>B.S., M.S. (California Polytechnic State University)</td>
<td>Mechanical Engineering</td>
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<tr>
<td>Eliott Dhuey</td>
<td>B.S. (University of Nevada - Reno)</td>
<td>Physics</td>
</tr>
<tr>
<td>Cassandra Diaz-Allen</td>
<td>B.S. (Stetson University)</td>
<td>Pharmaceutical Sciences</td>
</tr>
<tr>
<td>Hanlin Chen</td>
<td>B.S. (University of Arizona)</td>
<td>Electrical and Computer Engineering</td>
</tr>
<tr>
<td>Shangyi Chen</td>
<td>B.S. (University of Pittsburgh)</td>
<td>Medical Science</td>
</tr>
<tr>
<td>Kayane Kohar Dingilian</td>
<td>B.S. (California Institute of Technology)</td>
<td>Chemical Engineering</td>
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<tr>
<td>Robert David Donehue</td>
<td>B.S.Civ.Eng.</td>
<td>Civil Engineering</td>
</tr>
<tr>
<td>Garrett Edward Dowd</td>
<td>B.S. (University of Akron)</td>
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<tr>
<td>Paul Duncan</td>
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<tr>
<td>Callie A. Eberhart</td>
<td>B.S. (Wilmington College)</td>
<td>Agricultural and Extension Education</td>
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<tr>
<td>Sonja Ruth Evans</td>
<td>B.S. (University of Arizona)</td>
<td>Doctorate (Boston University)</td>
</tr>
<tr>
<td>Fan Fan</td>
<td>B.S. Materials Science</td>
<td>Education</td>
</tr>
<tr>
<td>Sohail Farhangi</td>
<td>B.S. (Virginia Polytechnic Institute and State University)</td>
<td>Mathematics</td>
</tr>
<tr>
<td>Robert Matthew Fieman</td>
<td>B.S. Educ.</td>
<td>Human Sciences</td>
</tr>
<tr>
<td>Dorma Carl Flemister</td>
<td>B.S. (Massachusetts Institute of Technology)</td>
<td>Biomedical Engineering</td>
</tr>
<tr>
<td>Austin Ewing Flint</td>
<td>B.S.Elec.Cptr.Eng.</td>
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</tr>
<tr>
<td>Anna Marie Flintrop</td>
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</tr>
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<td>Zeoffy Ann Galloway</td>
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<tr>
<td>Yunjia Gan</td>
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</tr>
<tr>
<td>Ayush Arpit Garg</td>
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<tr>
<td>Antony George</td>
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Master of Social Work

Rebecca Erin Bernstein, Dayton
B.A. (York University)
M.A. (University of Western Ontario)
Social Work

Philip Luke, Columbus
Bachelor’s (Capital University)
Social Work

Laith William Sersain, Pickerington
B.A. (College of Wooster)
Social Work

Paige Shelyn Stubbins, Columbus
B.S.Soc.Work
Social Work

Alexandra Breanne Swearengen, Newark
B.A.
Social Work

Sandra Kay Vent, Upper Sandusky
Bachelor’s (Capital University)
Social Work
This program is not an official graduation list. This printed program lists students who were eligible to graduate for Autumn Semester 2019, as of 5:00 p.m., December 5, 2019, pending the outcome of final examinations and final grades. Therefore, it should not be used to determine a student’s academic degree status. The University’s official registry for conferment of degrees is the student’s permanent academic record, kept by the Office of the University Registrar.

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

Bachlor of Arts

David Andrew Aaron, Cheltenham, PA
Thuraya Abdullah, Hilliard
Mursa Abdullahi, Columbus
Anthony Riad Abouarrage, Toledo
Munira Abdullahi, Columbus
David Andrew Aaron, Cheltenham, PA

Vernice Steffi Barrimond, Port of Spain, Trinidad
Jordan Barta, Brookpark
Magna Cum Laude
Michael Christopher Bates, Upper Arlington
Christopher Ryan Battisti, Boise, ID
Elizabeth Jean Baumgartner, North Olmsted
Juliana Bebott, Coyahoga Falls
Magna Cum Laude
Brock Beckett, Defiance
Cum Laude
Adam Bell, Mentor
Ciara M. Belton, Bloomfield, CT
Alissa Janeen Bennett, Brooklndale, MD
Caitlin Lauren Benning, Springfield
Shannon Danielle Bertke, Maria Stein
Summa Cum Laude
Kaycee Renee Bethel, Chillicothe
Magna Cum Laude
Claire Bettininger, Avon
Che Bian, Wuhan, China
Cum Laude
Elizabeth Marie Bingham, Columbus
Mackenzie Lorrin Black, Gahanna
Cum Laude
Amber Michelle Blaylock, Raleigh, NC
Magna Cum Laude
Matina Bliss, Marietta, GA
Magna Cum Laude
Michaela Claire Blom, Akron
Meredith Blythe, Orlando, FL
Cedryck Bobbo, Columbus
Mateusz Boc, Brecksville
Abraham A. Bogere, Panama City, FL

James Alexander Capella, Syracuse, NY
Kaitlyn Brooke Carboun, Mesa, AZ
Cum Laude
Kayci Rae Cardiel, Zanesville
Ashley Jasmine Cardona, Miami, FL
Stephanie Carlock, West Millfin, PA
Summa Cum Laude
Catherine Carr, Lancaster
India Janee Carter, Gahanna
Ethan Claude Carver-Dews, Whitehouse, TX
Magna Cum Laude
Brittney Caudill, Columbus Grove
Colin Michael Cavagnau, Dublin
Holden Patrick Chapman, Westerville
Ravi Kumar Chaudhuri, Papillon, NE
Zaynah Fahim Cheaudy, Pepper Pike
Hsin-Heng Chen, Changhua, Taiwan
Jiahua Chen, Beijing, China
Magna Cum Laude
Jaqian Chen, China
Swei Chen, Chengdu, China
Gillian R. Chesnut, Baltimore
Savanath Kay Christian, Mont Gilead
Magna Cum Laude
Trevor John Anthony Chuck, Delaware
Cum Laude
Pierce Carter Ciccone, Powell
Summa Cum Laude
Taylor John Clarkson, Seattle, WA
Caroline Emma Coleman, Arlington, VA
Summa Cum Laude
Derek Allen Coleman, Hilliard
Marcus Emerson Collier, Powell
Daniel Richard Collins III, Hilliard
Joseph Todd Conley, Jr., Chillicothe
Cum Laude
Caroline Conway, Cincinnati
Summa Cum Laude
Caroline Patsy Cook, New Albany
Magna Cum Laude
Heather Cook, Columbus
Chris William Coombs, Louisville
William Corbett, Grove City
Andrew Donald Corcoran, Chillicothe
Cum Laude
Eljah Bryce Corey, Frankfort
Samantha Rose Corrigan, Berea
Wyeth James Costello, Franklinton, NC
Edward James Cox IV, Utica
Hannah Marie Crandall, Cleveland
Ashleigh Rene Crawford, Cincinnati
Alexis Lynn Cross, Seaman
Magna Cum Laude
Hannah Kate Csepel, Chardon
Jiaqian Cui, Luoyang, China
Shannon Maggie Culver, Columbus
Connor Patrick Cunningham, Centerville
Cum Laude
Hannah Kay Cunningham, Cincinnati
Sherman Edward Cunningham, Dublin
Niklas Ann Cursius, Newark
Magna Cum Laude
Austin Matthew Cusack, Bolivar
Hristijan Cvitanovski, Reynoldsburg
Victoria Lynne Dameron, Maumee
Bianna Marie Dearing, Clarksville
Abigail Margaret DeBarr, Brunswick
Brooke Elizabeth DeVore, Gibsonburg
Jersey Dick Bay, Hilliard

Kevin Alan Diehl, Canal Winchester
Andrew DiMeo, Cincinnati
Magna Cum Laude
Jenna Marie Dingenary, Lyndhurst
Cum Laude
Spencer Ernest Dingir, Powell
Summa Cum Laude
Natalie Claire Dixon, Hilliard
Summa Cum Laude
Kathleen Elizabeth Doherty, Cincinnati
Magna Cum Laude
S board with Research Distinction in Speech and Hearing Science
Magna Cum Laude
Megan Nicole Domer, Bluffton
Phyllis Asante Donkor, Sunyani, Brong-Ahafo, Ghana
Owen Andrew Dorsey, Commercial Point
Moussa Doumbia, Abidjan, Ivory Coast
Alexander Jeffrey Dover, Lexington
Eljah Dowdy, Columbus
Kayla Meghan Drifmeyer, Upper Sandusky
Ashley Lauren Driggs, Fredericktown
Madeleine Driscoll, Cincinnati
Magna Cum Laude
with Honors in the Arts and Sciences
Summa Cum Laude
Ay’Drean De’Ressa Duke, Cleveland
Kelsey Mahan Dunagan, Solon
Cum Laude
Brock Wagner Dunleeve, Columbus
David Paul Dunten, Fridley
Andrew Jonathan Eaton, Hilliard
Rachel Suzanne Euliano, Lewis Center
Magna Cum Laude
Sarah Elizabeth Sparlock Elliott, Columbus
Anass Elowei, Halilu, Palestine
Gilan Enam, Cairo, Egypt
Selenne Lee Chanthida Eng, Columbus
Trevor Michael England, Sunbury
Michael Kenneth Erickson, Reynoldsburg
Isaac George Estes-Adoff, Nashville, TN
Cum Laude
Bryan Erdogan Estrada, Columbus
Blake John Evert, Dublin
Haylie Marden Fagg, Fort Wayne, IN
Sumaiya Faruqui, Columbus
Sarah Fulkerson, Willoughby Hills
Summa Cum Laude
Davis William Fallon, Buxton, MA
Nathanael James Fath, Columbus
Magna Cum Laude
Ryan Donald Feltner, Hudson
Cum Laude
Deena Rose Fenske, Huron
Shayla Lamere Ferguson, Cleveland
Sarah Anne Figlik, Chicago, IL
Magna Cum Laude
Kathleen Potok Fillingim, Centerville
Magna Cum Laude
Emily J. Filbey, Macedonia
Julia Filsoufi, Columbus
Morgan Fish, Delaware
Aaron Weston Fisher, Westerville
Magna Cum Laude
William Paul Fisher IV, San Jose, CA

David Andrew Aaron, Cheltenham, PA
Thuraya Abdullah, Hilliard
Mursa Abdullahi, Columbus
Anthony Riad Abouarrage, Toledo
Katherine Rebecca Abram, Reynoldsburg

Cum Laude
Darnell Maurice Adams, Jr., Cleveland
Kate Lindsey Agan, Chagrin Falls
Cum Laude
Emilee Marie Albrighton, Columbus
Anna Grace Alle, Columbus
Grace Kampanya Alpha, Columbus
Suyapa J. Angeli, Hilliard
Joy Chimeze Anozorie, Cleveland
Cum Laude
Reginald Boaz Alabian Apura, Santa Clara, CA
Patrick Arace, Brexley
Lindsey Rush Archipley, Highlands Ranch, CO
Summa Cum Laude
David Terry Austin III, Lancaster
Sarah Avakofian, Englewood
Summa Cum Laude
Shelby Michael Awtai, Nashport
Cum Laude
William Michael Bailey, Grove City
Ashley Nicole Ballinger, Lima
Magna Cum Laude
Justin Ballmer, Laurel, MD
Guangyu Bao, Dandong, China
Magna Cum Laude
Olivia Marie Bamishan, Columbus
Konner Ryan Barr, Gahanna
20
Xinnan Wu, Suzhou, Jiangsu, China
  Magna Cum Laude
Carol Wygant, Sylvania
  Summa Cum Laude
Jia Xie, Beijing, China
  Magna Cum Laude
Chang Xu, Nanjing, China
  Summa Cum Laude
Kemiu Xu, China
  Cum Laude
Mingyi Xu, Hebei, China
  Songjia Xu, Beijing, China
  Cum Laude
Zixin Xu, Shanghai, China
  Magna Cum Laude
Carol Wygant, Sylvania
  Summa Cum Laude

with Distinction in Art
Magna Cum Laude

with Honors in the Arts and Sciences
Summa Cum Laude

Bachelor of Arts in Journalism
Muhammad Hashim Alrefai, Hateen, Kuwait
  Alexandre Moree Andrews, Waynesfield
  Cum Laude

with Honors in the Arts and Sciences
Summa Cum Laude

Bachelor of Music Education
Keve Marie Boviard, Pleasanton, CA
  Cum Laude
with Honors in the Arts and Sciences
Summa Cum Laude

Abigail Nicole Pryor, Columbus
  Courtney Nicole Reymann, Powell
  Emerson Walton Slicer, Powell
  Laurel Catherine Wehrkamp, Paulding, OH
  Cum Laude

with Honors in the Arts and Sciences
Summa Cum Laude

Cassandra Rose Biagazzar, Clarence Center, NY
  Cum Laude
with Honors in the Arts and Sciences
Summa Cum Laude

Olamide Olamiju Bola, Columbus
  Magna Cum Laude

with Honors in the Arts and Sciences
Summa Cum Laude

Samantha Bouley, Stittsville, ON, Canada
  Magna Cum Laude

with Honors in the Arts and Sciences
Summa Cum Laude

Derek James Boyer, Sandusky
  Cum Laude

with Honors in the Arts and Sciences
Summa Cum Laude

Jacob Robert Brooks, Westerville
  Summa Cum Laude

with Honors in the Arts and Sciences
Summa Cum Laude

Emily Jill Augustus, Columbus
  Magna Cum Laude

with Honors in the Arts and Sciences
Summa Cum Laude

Valerie Burch, Ashville
  Cum Laude

with Honors in the Arts and Sciences
Summa Cum Laude

Houston Vincent Burcham, Upper Arlington
  Andrew Burke, Rochester, NY
  Cum Laude

with Honors in the Arts and Sciences
Summa Cum Laude

Nicole Callirgos, Cincinnati
  Karin Alejandro Cardoso Silva Zayago, Naucalpan, Mexico
  Alexander Nelson Cordwell, Westerville
  with Honors in the Arts and Sciences
Summa Cum Laude

Mackenzie Park Celestina, Solon
  Jany Chan, Westerville
  Dongyuan Chen, Taiyuan, China
  Xiaoyu Chen, Zibo, Shandong, China
  Cum Laude

with Honors in the Arts and Sciences
Summa Cum Laude

Jessica Laine Greenberg, Cincinnati
  Ashley D. Glass, Akron
  David Michael Girbino, Cleveland
  Elizabeth Ann Gilbert, Lake Zurich, IL
  with Honors in the Arts and Sciences
Summa Cum Laude

Bradon Matthew Eckstein, Johnstown
  Cecily Exline, Solon
  Monty L. Gray, Columbus
  Rebecca Patterson, Fremont
  with Honors in the Arts and Sciences
Summa Cum Laude

Sarah Elizabeth Gaspar, Strongsville
  Magna Cum Laude

with Honors in the Arts and Sciences
Summa Cum Laude

Caleb George, Waverly
  Elizabeth Ann Gilbert, Lake Zurich, IL
  David Michael Girbino, Cleveland
  Ashley D. Glass, Akron
  Montgomery L. Gray, Columbus
  with Research Distinction in Chemistry
Summa Cum Laude

with Research Distinction in Psychology
Summa Cum Laude

Olivia Jo Green, Bellevue
  Magna Cum Laude

with Research Distinction in Psychology
Summa Cum Laude

Jessica Laine Greenberg, Cincinnati
  Hayden Harry Gregory, Dayton
  Thomas Michael Gunnoe, Delaware
  Jeffrey Yunnah Guo, Dubai
  with Research Distinction in Psychology
Summa Cum Laude

with Research Distinction in Chemistry
Summa Cum Laude

Daniel Clary, Lebanon
  Magna Cum Laude
Benjamin Jacob Coffey, Westerville
  Magna Cum Laude
Chase Edwards Colman, Cleveland
  Magna Cum Laude
Benjamin Howard Connor, Blacklick
  Meghan Connors, Columbus
  Cum Laude
Kevlin Paul Conroy, LaRue
  Anna Cote, Chester Springs, PA
  Summa Cum Laude
with Honors in the Arts and Sciences
Summa Cum Laude

Leighann Nicolle Cotter, Loveland
  Richard Hayden Courtney, Harrison
  Maria Lucille Coy, Mentor
  Rachel Ann Crites, Delphos
  Cum Laude
with Research Distinction in Evolution and Ecology
Summa Cum Laude

Maria Fe Cruz Castillo, Herndon, VA
  Jack Riley Cokiskey, Dublin
  Magna Cum Laude
Jerry Zhang Cui, New Albany
  Andrew David Cyrcar, Hudson
  Magna Cum Laude
with Honors in the Arts and Sciences
Summa Cum Laude

with Honors in the Arts and Sciences
Summa Cum Laude

William George Davis, Columbus
  Vihan Hanaja De Silva, Columbus
  Magna Cum Laude
with Honors in the Arts and Sciences
Summa Cum Laude

Elien Suzanne DeWitt, Strongsville
  Yuhang Diao, Nanjing, China
  Kimberly Ashley Diaz, Huntington Beach, CA
  Nha Le Doan, Reynoldsburg
  Shuning Dong, Changshou, China
  Sebastian David Downs, Hilliard
  Zheyuan Du, Beijing, China
  Cum Laude

Brandon Matthew Eckstein, Johnstown
  Cecily Exline, Solon
  Michael Fonta, Dayton
  Haily Marie Fitzer, Columbus
  Hannah G. Fletcher, Cincinnati
  Kyle Joseph Fogarty, Hilliard
  Emma Louise Friel, Hilliard
  Aaron Humberto Gallegos, San Diego, CA
  Silvana Andrea Garcia Serrano, Cartagena, Colombia
  Samantha Marietta Gariglio, Westfield, NJ
  Sarah Elizabeth Gaspar, Strongsville
  Magna Cum Laude
with Honors in the Arts and Sciences
Summa Cum Laude

with Research Distinction in Chemistry
Summa Cum Laude

with Research Distinction in Psychology
Summa Cum Laude
November 21, 2019, Board of Trustees meeting

Brandi Shalee Klein, Prospect
Curt Lucas
Ivan Kostrovec, Gahanna
Magna Cum Laude
Lauren Elizabeth Kroop, Pickerington
Richard Blake Lamb, Lima
Sarena Cum Laude
McKenzee Lynn Langin, Mount Liberty
Kylee Lynn Lauberbaugh, Danville
Sarena Cum Laude
Xhoana Nikolli, Reynoldsburg
Cum Laude
Stanley Jacob Nicolozakes, Cambridge
Amber Nicole Nera, Ashland
Michael Napoli, Toledo
Kathleen Elise Murray, Copley
Colin Jason Moser, Wauseon
Kobe Jelani Moore, Springdale
Ashley Bulen Moore, Pataskala
Brent Charles Monroe, Newark
Ibrahim Elhadi Mohmed, Avon
Steven Mileski, Columbus
Kelly Marie Metzger, Junction City
Kyle Patrick Metheny, Grove City
Harrison Lowell Metcalf, LaRue
Valerie Mensah, Blacklick
Andrea Bren McDonald, Marion
Joseph Paul Anthony Mazzi, Sunbury
Jena Corinne Maxwell, Zanesville
Molly Ellen Maticsick, Westerville
Summa Cum Laude
Jena Conme Maxim, Zanesville
Joseph Paul Anthony Mazi, Sunbury
David Michael McCandlish III, Newark
Katherine Lauren McCormick, Carroll
Cum Laude
Dorothy McDaniel, Mansfield
Cum Laude
Andrea Bren McDonald, Marion
Sara McCaffrey, Mount Victory
Desiree Nicole Meadowes, Toronto
Valerie Mensah, Blacklick
Hunter Grotchen Merchant, Marion
Magna Cum Laude
Harrison Lowell Metcalf, LaRue
Cum Laude
Kyle Patrick Metheny, Grove City
Kelly Marie Metzger, Junction City
Paul Alexander Michel, Alexandria
Cum Laude
Steven Mileski, Columbus
Magna Cum Laude
Gabrielle Aron Miller, North Lewisburg
Taylor Christine Miller, Mount Liberty
Josiah Christian Minnear, Powell
Ibrahim Elhadi Mohmed, Avon
Brent Charles Monroe, Newark
Ashley Bulen Moore, Pataskala
Dana Riley Moore, Painesville
Kobe Jeienn Moore, Springdale
Jacob Richard Morott, Hilliard
Samantha Morgan, Strongsville
Colin Jason Moser, Wauseon
Anna Intan Muthne, Canal Winchester
Kathleen Elise Murray, Copley
Cum Laude
Michael Napoli, Toledo
Jacob Daniel Nemeck, Gahanna
Magna Cum Laude
Amber Nicole Nera, Ashland
Alexes Nicholson, Richwood
Stanley Jacob Nikolozakes, Cambridge
Xhoana Nikolli, Reynoldsburg
Cum Laude
Chassidy Oatman, Columbus Grove
Mia Oberfield, Columbus
Cum Laude
Catherine Elizabeth Oder, Gahanna
John Michael Thomas Ohtiger, Westlake
Joshua Alan Ondayko, Pickerington
Samuel Thomas Oberverg, Dublin
Alexis Rose Pacholke, Rock Creek
Cal Ann Painter, Hilliard
Nichkala Palachandra, Lewis Center
Luke Randal Pappas, Granville
Elizabeth Paradis, Hilliard
Matthew Alexander Paradis, Hilliard
Skyler Marie Paradisico, Tiffin
Ashley Georgia Parker, Hilliard
Hava Parks, Reynoldsburg
Morgan Taylor Paskins, Bremen
Magna Cum Laude
Maggie L. Patel, Dublin
Nandi Patel, Columbus
Madison Rose Pelle, Dublin
Katerina Popovichkvi, Pickerington
Nobindo Pouel, Reynoldsburg
Nicholas Patrick Rainey, Pickerington
Francis A. Rajkoommale, Columbus
Brytna Rickach, Powell
Cum Laude
Emile Morgan Ramsey, Newark
Shaun Keith Rankin, Dublin
Kerley Marie Rau, Ottawa
Cole Garrick Richards, Powell
Austin Gray Roberts, Lexington
Jonathan Everrett Stuart Roberts, Mount Vernon
Aidan M. Robinson, Columbus
Konrad James Robinson, Powell
Simon Mulu Robso, Columbus
Hope Rodgers, Reynoldsburg
Haley Diane Rogers, Grove City
Nathan Benjamin Ross, Cincinnati
Benjamin Darrell Ruckel, Pickerington
Cum Laude
Abby Colleen Ryan, Blacklick
Eleanor Louise Salisbury, Hudson
Cum Laude
Bayle Rene Sanders, Bryan
Bridge Sapong, Columbus
Jackson Thomas Schaffer, Willard
Magna Cum Laude
Theresa Kay Scheurer, Mansfield
Cassandra Elizabeth Schilling, Millersport
Cum Laude
Gabrielle Madison Schilling, Richwood
Brittany Marie Schmauch, Baltimore
Cum Laude
Kyla Nikole Scott, Newark
Alexis Danielle Serdzio, Johnstown
Anastasia Marie Seman, Rossville
Logan Edward Sever, Reynoldsburg
Jillian Taylor Seymour, New Albany
Cum Laude
Louis Shaheen, Canton
Yamuna Sharma, Nepal
Veronica Lynn Shaw, Pickerington
Alexander Jacob Shiplett, Baltimore
Brandon Christian Shutler, Bucyrus
Edwin Charles Shuttleworth IV, Granville
Cum Laude
Kaila Waanadeen Simon, Reynoldsburg
Cum Laude
Fateheep Singh, Westerville
Sydney Marie Sleeper, Columbus
Emily Rose Smelker, Alexandria
Brock M. Smith, Marion
Magna Cum Laude
Chloe Madelene Smith, Gahanna
Deja Imani Seneridia Smith, Columbus
Ian Matthew Smith, Thornville
Shelby Smith, Kenton
Sophia Alexandra Snyder, Lima
Rachel Elizabeth Sobas, Delphos
Melissa Grace Sommers, Pleasantville
Magna Cum Laude
Zach Randall Sparks, Huntsville
Zachary Clay Spencer, Mansfield
Natalie Lynn Stake-Mitchell, Gallia
Cum Laude
Andrew Starkey, Newcomerstown
Cum Laude
Michala Stewart, Lancaster
Dany A. Siers, Marysville
Hannah Claire Steopfel, Zanesville
Leyah Grace Stolt, Lima
Cum Laude
Sumeet Stone, Mansfield
Cassidy Michelle Stoops, Zanesville
Shelby Joe Stream, Johnstown
Cum Laude
Magna Cum Laude
Whitney Michelle Strelecky, Newkirk
Cum Laude
James Jerome Stringer, Cincinnati
Jonathan David Stull, Columbus
Nicholas Austin Stumpf, Galion
Eric Suryabunphanukul, Bangkok
Cum Laude
Nicol Switzer, Lucas
Kimberly Rose Tackett, West Mansfield
Cum Laude
Deborah Mengstab Tadesse, Reynoldsburg
Austin Jerrard Tarquino, Nashport
Sylvia Taye, Columbus
Grant Christopher Taylor, Jr., Columbus
Shannon Elizabeth Taylor, Lima
Cum Laude
Lionel Daryl Teno Yumbsa, Whitehall
Napoleon P. Tenorio, Westerville
Ranjana Thapa, Columbus
Trevor Daniel Thomas, Pataskala
Joseph Vito Tinnerello, Marion
Matthew Tipgot, Columbus
Cum Laude
Ana Victoria Toribio, Powell
Lourdes Milana Torres, Dublin
Magna Elizabeth Tracy, Granville
Cum Laude
Chih-Yun Fiona Tseng, Powell
Cum Laude
Olivia Tragournis, Upper Arlington
Nonyelum Nyonnel Vivian Udabindeke, Pickerington
Kathryn Leigh Vance, Centerburg
Edith Elaine Vernon, Mount Vernon
Magna Cum Laude
Kathleen Marie Vebranz, Worthington
Antonio Derek Villaloboz, New Lexington
Cum Laude
Noah Michael Voorhees, Westerville
Cheyenne Kaye Wagner, Woodfield
Traci Marie Wakely, Marion
Cum Laude
Sarah Elizabeth Ware, Dublin
Magna Cum Laude
Madison Wedding, Richwood
Shu Justin Weinstein, Dublin
Carli M. Wernes, Pickerington
Robert Harry Westererkamp, Cincinnati
Ciara Michelle Westfall, Newark
Keara Marie Westfall, St. Paris
Jonathan David Whitt, Columbus
Michael Dunmore Wilber, Dublin
Blake Williams, Westerville
Donald James Williams III, Cincinnati
Logan Christopher Williams, Grove City
Lauren Michelle Willmarth, Upper Arlington
Madison Willieghy, Columbus
Scott Jeffrey Wilson, Medina
Marie Nicole Witzberger, Heath
Olivia Oppong Yeboah, Columbus
Bianna Jamie Yonley, Coshocton
Lettia Leanne Zichette, Coeur d’Alene, ID
Julia Marie Zier, Westerville
Daniel Joseph Zitello, Sunbury
Nicholas Joseph Zoppa, Marysville
The Max M. Fisher College of Business
Dean: Anil K. Makhija

Bachelor of Science in Business Administration

Christian Adkin, Bexley
Donald Anthony Agans, Philpipsburg, NJ
Daniel Michael Albernas, Muttontown, NY
Patrick John Alcox, Mason
Cum Laude
Alexis Renee Alfier, Dover
Lucas Daniel Alvaro, Cincinnati
Magna Cum Laude
Caroline Alexandra Amato, Rocky River
Cum Laude
Olivia Isis Amirault-Seel, Liberty Township
Vanessa Patricia Anterico, Hilliard
Nicholas Apple, Pickerington
Kristen Ann Appleton, Lancaster
Cum Laude
Andrew Lane Axtine, Galion
Aydina Azureen Azuddin, Kuala Lumpur, Malaysia
Yiia Bai, Chongqing, China
Magna Cum Laude
Kara Elizabeth Barbara, Russia
Cum Laude
Lauren Elizabeth Barish, Jamestown
JP Marshall Beall, Cranberry Township, PA
Brandee Marie Bell, Medina
Jake Benning, Maineville
Patrick Timothy Berry, Avon Lake
Mitchell James Bielonko, Suffield, CT
Magna Cum Laude
Adrian Dale Birchter, Navarre
Magna Cum Laude
Mitchell Bryan Birt, Grove City
Colynd M. Blackburn, Kenton
November 21, 2019, Board of Trustees meeting
November 21, 2019, Board of Trustees meeting

College of Education and Human Ecology
Dean: Donald B. Pope-Davis

Bachelor of Science in Health Promotion, Nutrition, and Exercise Science
Jake Michael Lapchynski, Stow
Bryce Ryan Trisler, Beatrice, Nebraska
Cum Laude

Bachelor of Science in Human Development and Family Science
Laken Marie Ambrister, Lima
Cum Laude
Kayla Nicole Appenman, Norwalk
Alexa Paige Aubel, Olmsted Falls
Julia Bamonte, Cincinnati
Riley Elizabeth Beard, Hilliard
Madeline Elizabeth Berlin, Westerville
Tuf Jared Boland, Bolingbrook, Illinois
Madison Nicole Brandonstein, Nox, MI
Cum Laude
Candace L. Cain, Columbus
Pravinnash Samuel Cross, Pickerington
Samantha Jo Cyngrn, Columbus
Cum Laude
Stephanie Eve Faran, Cleveland
Tina Marie Feaster, Columbus
Breanne Rae Fehrman, Marysville
Jada Lynn Fenderson, Lorain
Yesesia Figueroa, Portland, TX
Christian Mone' Finley, Columbus
Sabrina Ashley Freytag, Madison, CT
Cum Laude
Christian Mone' Finley, Columbus
Cum Laude

Bachelor of Science in Human Ecology
Ali Abbas, Vernon Hills, IL
Joshua Alabi, Detroit, Michigan
Keeru Jamel Anderson, Columbus
Reagan Elizabeth Arena, Powell
Cum Laude
Samuel Aybrookshultz, Columbus
Jonathan Andrew Bailey, Tipp City
David Michael Barrowman, Grove City
Natasha Elizabeth Battistelli, Columbus
Rashad Deonne Berry, Loran
Armon Patricia Brown, Trotwood
Justin Jacob Carter, Westerville
Cum Laude
Nebraskan D. Cermack, Reynoldsburg
Drue Chrisman, Greendale, IN
Taylor Nicole Coafer, Dublin
Taylor Leigh Cochran, New Philadelphia
Jonathan Cooper, Gahanna
Kiley Beth Cramis, Avon Lake
Ashley Renee Hayes Damron, Plain City
Evon George Dias, Lewis Center
Zachary Michael Donatelli, Hilliard
Stacy Lynn Durbin, Cincinnati
Cum Laude
Clara Elizabeth Dunkle, Columbus
Cum Laude
Emma Caroline Habermehl, Cincinnati
Christopher Andrew Hoffman, Berlin Heights
Lisa Marie Hogle, Delaware
Gillian Grace Kiss, Marysville
Cum Laude
Anand Lamгадay, Columbus
Austen Kevin Mack, Fort Wayne, IN
Natalia Jo McHaa, Columbus
Cum Laude
Mason Dean Moore, Cincinnati
Noah Dean Morris, Hilliard
Austin Neal, Columbus
Donovan Manuel Pasillas, Hilliard
Isaiah Pryor, Lawrenceville, GA
Allison Brooke Richardson, Lancaster
Deidre Anne Saia, Columbus
Ingrid Annelyse Schmetzer, Akron
Constance Short, Columbus
Abigail Jane Stote, Blacklick
Congcoong Tao, Heifei, China
Alexandra Leannah Thompson, Springfield
Jennine Torres, Houston, TX
Brandon Michael Vachon, Brunswick
Carmen VanWalsen, Columbus
Sophia Gabrielle Venturella, Lima
Kyla Wagner, Columbus
Cum Laude
Woodrow Alexi Walton, Columbus
Brandon Taylor Warshall, Lynbrook, NY
Carli Wazbinski, Columbus
Cum Laude
Breanna Nicole Wichman, Sandusky
Cum Laude
Kaylee Anne Witkiewicz, Columbus
Catlin Rose Yeck, Columbus
Cum Laude

Bachelor of Science in Hospitality Management
Cammy Michel Booker, Monroe
Tannine Chanatup, Rockville, MD
Emily Taylor Clark, Columbus
Jashon Jason Cornell, St. Paul, MN
Sarah Elizabeth Cornell, Mansfield
Cum Laude
Claudia Christina DeFavero, Napoleon
Bailey Marie Dunham, Cincinnati
Elise Audrey Harmon, Norfolk, MA
Cum Laude
Kalei Elaine Hettkamp, St. Marys
Jessica Lynn Huettermann, Hamilton
Evelyn Lee, Holthausen, Germany
Cum Laude
Sara Cathryn Miller, Perrysburg
Quentin CJ Phillips, Defiance
Emily Marie Swartz, Columbus
Cum Laude

Bachelor of Science in Nutrition Science
Zachary Allan Gamble, Oak Forest, IL
Amal M. Gedi, Mogadishu, Somalia
Jalana Marie Golson, Columbus
Ahay Bakre Hussein, Dublin
Andrew Kraly, Dublin
Cum Laude
Daniel Philip Soehlein, Canton
Grant Toops, Versailles
Shengrui Wang, Goushang, China
Amina Ahmed Yusuf, Mogadishu, Somalia
Cum Laude

Bachelor of Science in Education
Michelle Audlick, New Albany
Cum Laude
Rachael Ann Bachman, Columbus
Cum Laude
Travis Charles Baldwin, Utica
Charles Barger, Lewis Center
Drew Mitchell Barth, Upper Sandusky
Thalya Bautista Estrada, Marion
Cum Laude
Brooklynn Wise Beadle, Monal
Tanner, James Bell, Butler, GA
Michelle Nichole Behel, Delware
Kailie Boren, Pickerington
Cum Laude
Emily Rae Brown, Belville
Justin Michael Bugay, Delaware
Cum Laude
Alexis Marie Byers, Heath
Cum Laude
Pathy Renae Caell, Attica
Cum Laude
Jay Matthew Clement, Bellefontaine
Devin Michael Cramer, Ostrander
Alexis Danielle Crawford, Canton
Sabrina Dumas, Columbus
Marcel Dunay, Lakewood
Cum Laude
Lauren Taylor Dutel, Hebron
Cum Laude
Austin William Edwards, Springfield
Dale Jarrett First, Mansfield
Megan Lynn Flaherty, Bucyrus
Cum Laude
Brandon Kyle Friend, Marion
Cum Laude
Lindsey Frehlich, Woodfield
Cum Laude
Madison Kathryn Gantz, West Liberty
Cum Laude
Jordan My-chael Gibbs, Columbus
Vittoria Leinhann Glover, Pataskala
Cum Laude
Erin Marie Hedrick, Cincinnati
Cum Laude
Nasro Nisir Hersi, Columbus
Cum Laude
Piper Jean Hillard, Milford
Cum Laude
Logan Matthew Hittle, Nashport
Cum Laude
Breanne Elyse Huffman, Columbus
Cum Laude
Jack Matthew Jasinski, Birmingham, AL
Natalie Gwenn Jones, Fredricktown
Malik Micah Jones, Richardson, TX
Kevin T. Kapanka II, Kenton
Ashley Susan Keller, Sidney
Cum Laude
Colton Thomas Kellogg, Kinsman
Cum Laude
Luke Kevern, Mayfield
Jackie Austin Kinney, Dublin
Jacco Kirby, Perrysburg
Jack Koltin, Glencoe, IL
Kaela Sue Kozel, Upper Sandusky
Cum Laude
Josephina Candis Layman, Newark
Jingnan Li, Beijing, China
Cum Laude
Braden Alec Little, Carroll
Cum Laude
Alexandra Maccon, Medina
Cum Laude
Mark Mallow, Washington Court House
Nicole Allison Mann, Pierpont
Cum Laude

Summa Cum Laude
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November 21, 2019, Board of Trustees meeting

Salvatore Frank Marandino III, Buena, NJ
Patricia A. Martin, New Albany
Brienne Nicole McCague, Lewis Center
Katherine Lynn McKeen, Liberty Township
Summa Cum Laude
Hannah Pearl McQuiston, Marion
Magnum Cum Laude
Katelyn Nicole Megimness, Marion
Brittany Patricia Miller, Hilliard
Gabrielle Aron Miller, Hilliard
John Brandon Miller, Westerville
Magnum Cum Laude
Audrey Jean Mitchell, Columbus
Kaaton Christopher Mohler, Celina
Chase Dalton Moothart, Irvine, CA
Aarön William Moosor, Charlottesville, VA
Jaycie Renee Munyon, Marysville
Nicholas Matthew Orioli, Westerville
Cum Laude
Amanda Jane Payne, Johnstown
Cum Laude
Jacob Edward Peterson, Marysville
Cum Laude
Amound Ph Phillips, Columbus
Jania Phillips, Columbus
Taranye Nicole Porter, Pataskala
Michael Richard Prosuk, Westfield, NJ
Randall Pryor, Toledo
Victoria Celeste Radel, Mentor
Summa Cum Laude
Tiffany Alexandra Randall, Stafford, VA
Benjamin Neil Richards, Barberton
Cum Laude
Emily Anne Rust, Sagamore Hills
Magnus Cum Laude
Noah William Sharpe, Lancaster
Dyana Michael Shumaker, Greenview
Magnus Cum Laude
Kathryn E. Siegel, Marion
Cum Laude
Beth Ann Simon, Marion
Summa Cum Laude
Raymond George Simonetti, Broadview Heights
Nathan Michael Smiley, Reynoldsburg
Summa Cum Laude
Danyele Christine Smith, Obetz
Jenna Elisabeth Smith, Trenton
Magnus Cum Laude
Kimberly Smith, Hilliard
Cum Laude
Zachary Christopher Zoloty, Strongsville
Cum Laude
with Honors in Engineering

Bachelor of Science in Chemical Engineering
Kurt Michael Atwell, Broadview Heights
Cum Laude
with Honors in Engineering
Koene Ruthann Avery, Bowling Green
Youssef Alaaeldin Mohamed Mostafa Azzazy, Sheikh Zayed City, Egypt
Elhan Connor Belfield, Perryburg
Brooke Alexandre Bolgatz, West Seneca, NY
Jacob Benjamin Bridges, Cincinnati
Kyle Charles Burrows, Eldersburg, MD
Summa Cum Laude
Amanda Marie Conlon, Pittsburgh, PA
Ryan Matthew Connelly, Youngstown
Kyle Evan Dodds, Hopedale
Noah James Eckert, Columbus
Kenneth Lindley Edris Eko, Bucyrus
Emma Elizabeth Eding, Sylvania
Cum Laude
Matthew Charles Eversole, Mason
James Peter Fialherty, Shrub Oak, NY
Alexander Scott Furlong, Medina
Matthew Kirby Gallagher, Bowling Green
Justin Gibbs, Oregonia
Steven James Gray, Ada
Caitlyn Elizabeth Harrington, Avon Lake
Magnus Cum Laude
Austin Matthew Hartman, Baden, PA
Jacob Dylan Jessel, Highland Heights
Parris Kamizi, Columbus
Aashika Kapadav, Columbus
Zulkifli Anuar Bin Kahirul Azam, Seremban, Negeri Sembilan, Malaysia
Kataland Joann Kirk, Columbus
Vijay Maximin Kobetico, Rocky River
Kathryn Nicole Kouns, Findlay
Magnus Cum Laude
Christine Jia Yi Lee, Seri Kembangan, Malaysia
Matthew James Lertola, Avondale, PA
Summa Cum Laude
with Honors in Engineering
Mark Tressler Lienhardt, West Chester
Magnus Cum Laude
Alex Norman Lutmer, Cincinnati
Abigail Lee Lyons, Powell
Shrey D. Mahajan, Delaware
Summa Cum Laude
with Honors in Engineering
Haroune Mahdi, Columbus
Suha Maaqboolhusain Malik, Carmenus, CA
Krissa Alaine Massh, Mississaugus
Molly Rose Maxwell, Columbus
Magnus Cum Laude
with Honors in Engineering
Puteri Nuisyah Binti Megat Mohammed, Bangi, Malaysia
Gregory Carson Miller, Avon Lake
Syahdah Binti Mohd Khairi, Batu Caves, Malaysia
Summa Cum Laude
Muhammad Amirul Firdaus Binti Mohd Sofian, Klang, Malaysia

Bachelor of Science in Aeronautical and Astronautical Engineering
Michael Joseph Boazzo, Cleveland
with Honors Research Distinction in Aeronautical and Astronautical Engineering
Daniel Joseph Clemens, Springfield
Magnus Cum Laude
Kenneth William Dungan, Warren
Magnus Cum Laude
Isaac Lee Faust, Dayton
Magnus Cum Laude
Nathan Thomas Fiorino, Beavercreek
Magna Cum Laude
Patrick Mathias, Marengo
Cum Laude
Zachary Christopher Zoloty, Strongsville
Cum Laude
with Honors in Engineering

Bachelor of Science in Architecture (Austin E. Knowlton School of Architecture)
Dakotah Raeann Carneau, Hilliard
Dashawn Mulders-Graham, Columbus
Steven Winters, Delaware

Bachelor of Science in Biomedical Engineering
Evgen Christian Catton, Galveston, TX
Kathryn Grace Fairbanks, Chardon
Magnus Cum Laude
Sarah Rose Feder, Naperville, IL
Cum Laude
Rachel Marie Hutter, Boston, MA
Summa Cum Laude
Dana Marie Murray, Moon Township, PA
Joshua Parker Reddington, Mason
Magnus Cum Laude
Jessica Denisse Trabucco, Avon

Bachelor of Science in Biomedical Engineering
Nicholas Timmerman, Wadsworth
Cum Laude
Allen Joseph Turner, Medina
Jessica Ophelia Turner, Detroit, MI
Haley Christine Walker-Robinson, Vista, CA
Nichole Watkins, Bellefontaine
Alec Dean Yoder, Indianapolis, IN
Mark Joseph Ziebro, Homerville

Bachelor of Science in Chemical Engineering
Kurt Michael Atwell, Broadview Heights
Cum Laude
with Honors in Engineering
Koene Ruthann Avery, Bowling Green
Youssef Alaaeldin Mohamed Mostafa Azzazy, Sheikh Zayed City, Egypt
Elhan Connor Belfield, Perryburg
Brooke Alexandre Bolgatz, West Seneca, NY
Jacob Benjamin Bridges, Cincinnati
Kyle Charles Burrows, Eldersburg, MD
Summa Cum Laude
Amanda Marie Conlon, Pittsburgh, PA
Ryan Matthew Connelly, Youngstown
Kyle Evan Dodds, Hopedale
Noah James Eckert, Columbus
Kenneth Lindley Edris Eko, Bucyrus
Emma Elizabeth Eding, Sylvania
Cum Laude
Matthew Charles Eversole, Mason
James Peter Fialherty, Shrub Oak, NY
Alexander Scott Furlong, Medina
Matthew Kirby Gallagher, Bowling Green
Justin Gibbs, Oregonia
Steven James Gray, Ada
Caitlyn Elizabeth Harrington, Avon Lake
Magnus Cum Laude
Austin Matthew Hartman, Baden, PA
Jacob Dylan Jessel, Highland Heights
Parris Kamizi, Columbus
Aashika Kapadav, Columbus
Zulkifli Anuar Bin Kahirul Azam, Seremban, Negeri Sembilan, Malaysia
Kataland Joann Kirk, Columbus
Vijay Maximin Kobetico, Rocky River
Kathryn Nicole Kouns, Findlay
Magnus Cum Laude
Christine Jia Yi Lee, Seri Kembangan, Malaysia
Matthew James Lertola, Avondale, PA
Summa Cum Laude
with Honors in Engineering
Mark Tressler Lienhardt, West Chester
Magnus Cum Laude
Alex Norman Lutmer, Cincinnati
Abigail Lee Lyons, Powell
Shrey D. Mahajan, Delaware
Summa Cum Laude
with Honors in Engineering
Haroune Mahdi, Columbus
Suha Maaqboolhusain Malik, Carmenus, CA
Krissa Alaine Massh, Mississaugus
Molly Rose Maxwell, Columbus
Magnus Cum Laude
with Honors in Engineering
Puteri Nuisyah Binti Megat Mohammed, Bangi, Malaysia
Gregory Carson Miller, Avon Lake
Syahdah Binti Mohd Khairi, Batu Caves, Malaysia
Summa Cum Laude
Muhammad Amirul Firdaus Binti Mohd Sofian, Klang, Malaysia
November 21, 2019, Board of Trustees meeting

Bachelor of Science in Civil Engineering

Waleed Khalid Al-Sharkawi, Solon
Sanza Sabina Alam, Dublin
Antonio Michael Anzalone, Columbus
Jeevayu Anselo-Feliciano, San Sebastian, PR
Amelia Madeline Chanler, Columbus
Sean Patrick Connaughton, Cincinnati
Joshua Robert Cottingim, Eaton
Vraj Nareshkumar Dave, Hilliard
Abraham Daniel Dobson, Tipp City
Kyle Christopher Feldman, Reynoldsburg
Francis Lian Flynn, Galena
Sydney Joy Gravel, Ashland
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Davut Burak Gul, Rosenberg, TX
Thomas Joosse Harmat, Chagrin Falls
Alexander James Haubert, Columbus
Matthew Christopher Huckle, Findlay
Christopher Blaine Ilsley, Findlay
Brandon Evan Kramer, Smithtown, NY
Erica Nicole Mang, Wildwood, MO
Magna Cum Laude
Muhammad Ziaffrin Bin Mat Radzi, Kamunting, Perak, Malaysia
Ilan Michael McCoy, Zanesville
Jeremy Edward McLaughlin, Wheelersburg
David Thomas Meyer, Cincinnati
Brandon William Meverden, Pittsburgh, PA
Jacob Richard Logsdon, Reynoldsburg
Andrew Joseph Logsdon, Findlay
Kuo Liu, Baoding, Hebei, China
Yuxiang Lin, Changchun, Jilin, China
Jian Sheng Teoh, Singapore
Sonu Vasisht Tadipatri, Belmont
Nathan Hymer, Hudson
Ilan Zafir Bin Ismail, Kuala, Johor, Malaysia
Joshua Jacobs, Toledo
Benjamin Michael Lutz, West Jefferson
Michael Thomas Lynch, Brecksville
Ariana Hope Marean, Hoffman Estates, IL
Magna Cum Laude
Benjamin Ryan Memberg, Medina
Cum Laude
Jared Dean Mitten, Chillicothe
Gilberto Martin Molina Badillo, Worthington
Alexander Douglas Morgan, Englewood
Ron Morozov, Irvine, CA
Frank Robert Moskal IV, Londonderry, NH
Cum Laude
with Honors in Engineering
Jessica Moyer, Johnstown
Nicholas Kazi Ntta, Washington Court House
Anne Gabrielle Oblena, Parma
William Aaron Oltshefski, Pickerington
Magna Cum Laude
Patrick Michael Owens, Great Falls, VA
Brandon Pagan, Providence, RI
Thomas Scott Paoloni, Avon
Cum Laude
Ganesh Rahut, Columbus
Rohit Murugan Rajendran, Westerville
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Tahir Safi, Hilliard
Edmond Shek, Columbus
Jalen Paul Soat, Beavercreek
John James Spurney, Kent
Eric Michael Stevens, Xenia
Magna Cum Laude
Kordell Wilson Stewart, Zanesville
Ryan Matthew Strotman, Cincinnati
Cum Laude
Joshua Jacobs, Oak Harbor
Cum Laude
with Honors in Engineering
Nicolai S. Chen, Wenzhou, Zhejiang, China
Hwa sung-si, Gyeong gi-do, South Korea
Magna Cum Laude
Nicholas Cole Underwood, Brunswick
Anthony Yanada, Columbus
Yumeng Wei, Columbus
Cum Laude
with Honors Research Distinction in Electrical and Computer Engineering
John Tyler Bair, Hilliard
Magna Cum Laude
Nicholas Breatz, Solon
Ethan Robert Bryan, Hilliard
Luke John Buettner, Eldora
Cum Laude
Kyle Christopher Campbell, Columbus
Anthony Daniel Cistone, Uniontown
Cum Laude
Jonathan Andrew Coyle, Dublin
Matthew Charles Daehn, Columbus
Cum Laude
with Honors Research Distinction in Electrical and Computer Engineering
Omar Magdy Mohamed Mahmoud Eldakrouny, Cairo, Egypt
Jacob Mark Essemuaher, Howard
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Thomas Juen Yuan Foo, Kuantan, Pahang, Malaysia
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Abbas Gholami, Columbus
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Hucheng Guo, Columbus
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Cum Laude
Devin Anthony Hensley, Sidney
Matthew Paul Hoehn, Ottawa
Cum Laude
Richard Alan Huban, Pataskala
Youngsoo Kang, Hwa sung-gi, Gyeong gi-do, South Korea
Cum Laude
Brennan James Kelly, Columbus
Hamzah Khan, Mason
Trevor Charles Kibby, West Chester
Cum Laude
Emily Kng, East Amherst, NY
Cum Laude
Yoon Jae Lee, Seoul, South Korea
Wen Hong Liu, Mentakab, Pahang, Malaysia
Cum Laude
Wen Jie Liu, Hudson
Minori Mae, Dublin
Andrew Maloney, Dublin
Cum Laude
Kaitlin Michelle Marshall, Columbus
Autumn Mathias, Maineville
Logan Patrick McCarthy, Columbus
Cum Laude
Jackson Metzer, Doylestown, PA
Cum Laude
Mitchell Thomas Mevorden, Pittsburgh, PA
Magna Cum Laude
Grant Lawrence Miller, Columbus
Luke Miller, Lima
Cum Laude
Logan Morris, Kenton

Bachelor of Science in Electrical and Computer Engineering

Hassein Abzihour Abdi, Columbus
Ahmad Ali Bin Ahmad Azmi, Columbus
Yazeh Yehya Aldeneh, Dublin
Magna Cum Laude
Cameron Davis Allen, Southlake, TX
Cum Laude
Kevin Allen, Strongsville
Cum Laude
John Tyler Bair, Hilliard
Cum Laude
Nicholas Breatz, Solon
Ethan Robert Bryan, Hilliard
Luke John Buettner, Eldora
Cum Laude
Kyle Christopher Campbell, Columbus
Anthony Daniel Cistone, Uniontown
Cum Laude
Jonathan Andrew Coyle, Dublin
Matthew Charles Daehn, Columbus
Cum Laude
with Honors Research Distinction in Electrical and Computer Engineering
November 21, 2019, Board of Trustees meeting

Isayas Z. Negussie, Columbus
Zachary Edward Neumeier, Wapakoneta
Patrick James Nock, Parma
Zabrina Lynn Orecchio, Howard
Alexandra Bonnie Owen, Chardon
Rohit Chandana Panjala, Marion, NJ
Joshua Jeffrey Penko, Seven Hills
Charles Richard Rarey, Broadview Heights
Magnus Cum Laude
Adam J. Rath, Hilliard
Zachary Thomas Remm, Milford
Connor Scott Rubin, Twinsburg
Cum Laude
with Honors in Engineering
Haden Paul Santeforte, Homewood, IL
Mariah Lauren Schwartz, Canton, MI
Carson Gerard Sculli, Medina
Drake Owen Shafer, Dublin
Wyatt John Shafley, Columbus
Quatlong Shen, Nanjing, Jiangsu, China
Jeffrey Aaron Simon, Bellbrook
Surren Cum Laude
with Honors in Engineering
with Honors Research Distinction in Electrical and Computer Engineering
Michelle Louise Sobchuk, Saugus, MA
Cum Laude
Matthew Michael Stoner, Centerville
Siddarth Sundaram, San Francisco, CA
Andrew S. Tackett, Marion
Mohamed Taie, Dublin
Cum Laude
Yok Jye Tung, Ul Uiram, Johor, Malaysia
Surren Cum Laude
Cameron Taylor, Dublin
Cum Laude
Tanner David Tengberg, Valencia, CA
Bradley Joseph Tomcho, North Olmsted
Taha Mazher Topiwala, Columbus
Andrew Minoru Tran, Dublin
Cum Laude
Azel McCabe Vickery, Centerville
Magnus Cum Laude
George Elliott Waissbluth, Cincinnati
Surren Cum Laude
Luqing Wang, Beijing, China
Cum Laude
Yuange Yang, Hangzhou, Zhejiang, China
Gordon Thomas Weiss, Twinsburg
Magnus Cum Laude
Alexander Thomas Whitman, Saratoga, CA
Clayton John Wise, Westerville
Yuan You, Columbus
Thomas Zarick, Cincinnati
Magnus Cum Laude
Kunzi Zhan, Guangzhou, Guangdong, China
Cum Laude

Bachelor of Science in Environmental Engineering
Victor Maximilian Ameseder, Andover, MA
Shin Rita Chen, Cincinnati
Cum Laude
Mary Katherine Dempsey, Columbus
Andrew Elderbrock, Ashland
Magnus Cum Laude
Amy Jeanette Liykegaard, Columbus
Colin Scott Mortmorne, Monclova
Samuel David Provenzale, Avon
Michael James Reese, Maumee
Magnus Cum Laude
Melissa Ann Ryan, Wilmington, DE
Cum Laude
Nicholas James Waugh, Columbus

Bachelor of Science in Food, Agricultural, and Biological Engineering
Colton Bock, Columbus
Madison B. Borko, Cincinnati
Logan Mackenzie Braun, Mansfield
Courtney Camille Chervenak, Bellefontaine
Morgan Christine Dent, Barberton
Cheyenne Elizabeth Dobocy, Algonac, MI
Adam M. McDowell, Upper Arlington
Maria Lee Nisler, Cincinnati
Colin Bailey Hughes, Westlake
Sydni L. Jordan, Warren, MI
Jenni Kay Lee, Marysville
Suong Hoon Lee, Carmel, IN
Michael Martinez, Austin, TX
De’Jonnette Valerie Morehead, Toledo
Irene Oniwana, Cincinnati
Jackson Solti Rucker, Baltimore
Chenette Shu, Centerville
Thushara Thomas, New Hyde Park, NY
with Research Distinction in Biomedical Engineering
Kiersten Nichole Weltons, Marysville

Bachelor of Science in Industrial and Systems Engineering
Bhargi Rath Adhikari, Reynoldsburg
Ege Ataman, Ankara, Turkey
Kassidy Lorin D’Annollo, Medina
Magnus Cum Laude
with Honors in Engineering
Ryan Devine, Aurora
Grant Eugene Dillon, Springfield
Erik Further, Columbus
Joel Bju George, Louisville, KY
Magnus Cum Laude
Samuel Robert Grover, Steubenville, OH
Anas Kachhan, Blacklick
Christopher James Kisabeth, Zanesville
Emily Nicole Kurz, Cum Laude
Cum Laude
William Scott Lightcap, Cincinnati
Dalyin Allen Loomis, Hebron
Kyle Jean Maxwell, Maineville
Cum Laude
Nathaniell O’Halla, Rocky River
Cum Laude
Madison Elizabeth Ohrn, Wood Dale, IL
Vivian Pang, Shah Alam, Malaysia
Emlyn Mae LaPolla, Brunswick
Jordan Pierre, Georgetown, Grand Cayman, Cayman Islands
Stephen Phor, Beachwood
Shane Edward Platt, Strongsville
Jack Thomas Riess, Bay Village
Gabriel James Smith, Kent
Jonathan Edwin Spiesz, Bay Village
Ellen Brittan Stekey, New Philadelphia
Michael Patrick Tesmer, Cincinnati
Anna Victoria Villarai, Cincinnati
Ega Kurniaiwan Wisnupratah, Magelang, Indonesia
Nicholas Yuschak, Medina

Bachelor of Science in Landscape Architecture
(Austin E. Knowlton School of Architecture)
Jakob Edward Lutz, Pickerington

Bachelor of Science in Materials Science and Engineering
Joshua James Argo, Columbus
Dipto Bose, Singapore, Singapore
Kyle James Braucher, North Canton
Jack Canaday, Shaker Heights
Cum Laude
with Honors in Engineering
Matthew Lawrence Colsches, Columbus
Cum Laude
Jiulong Dai, Nantong City, China
Cum Laude
Eric Matthew Decaire, Elgin
Thomas Hoang-Khoa Do, Cincinnati
Armand John Ghazi, Cincinnati
Mason Hayes, Midland, MI
Sophia Theone Elizabeth Hess, Columbus
Benjamin Kyle Higgins, Amherst
Surren Cum Laude
with Honors in Engineering
Lauren Kachunch, Farmdale
Emily Mae LaPolla, Brunswick
Kyle Ryan Matuszewski, Lake Zurich, IL
Marina Elizabeth Nido, Brecksville
Luke Lawson Skrzypczak, Fairfax, VA
Sussana Elizabeth Kramer Tanck, Naperville, IL
Alan Jefery Vijay, San Clemente, CA
Anita Ramia Wallace, Cleveland
Matthew Wido, Strongsville
Charles Chen Xu, Rochester Hills, MI
Andrew David Yem, Ann Arbor, MI
SDN Zaude, Columbus
Cum Laude

Bachelor of Science in Mechanical Engineering
Ahmad Nasruddin Bin Ahmad Kamsul, Kuala Terengganu, Malaysia
Fahil Al Mahmood, Grosse Pointe Shores, MI
Magnus Cum Laude
Kusha Reza Ansari, Mason
Cum Laude
with Honors in Engineering
Kristine Selma Appel, Loveland, CO
Cum Laude
Jessica Clare Armstrong, Lima
Magnus Cum Laude
with Honors in Engineering
Jon Alexander Amason, Dublin
Magnus Cum Laude
Ibrahim Assaf, Columbus
Sean Granger Atwood, Aurora
Cum Laude
Muhammad Haqiel Bin Azman, Melaka, Malaysia
Magnus Cum Laude
Marguerite Olivia Bacon, Greenwich
Kyle Andrew Baker, Hildale, UT
Cum Laude
Charles Philip Barton, Downingtown, PA
Magnus Cum Laude
Dalton Woodrow Bassak, Akron
Tyler James Baumgartner, Northfield
Magnus Cum Laude
Jacob Garrett Bechler, Tipp City
Magnus Cum Laude
Jonathan Hunter Bingham, Canton, MI
Cum Laude
Jordan Michael Brown, St. Charles, IL
Cum Laude
Matthew Adam Charleston, Westerville
Cum Laude
Vamsi Chintalapati, Mooresville, NC
Namhyeon Cho, Seoul, Korea
Cum Laude
with Honors Research Distinction in Mechanical Engineering
Yubin Choi, Englewood, CO
Magnus Cum Laude
Dominic Patrick Cicconi, Wilmington, DE
Magnus Cum Laude
Nathaniel Michael Clevorar, Mentor
Dennis Arthur Damico, Hinsdale, IL
Brian George Daniel, North Royalton
Sean Robert Delaney, Columbus
Rachel Edison, Vienna, VA
Cum Laude
Clare Fallon Fibi, Cleveland
Magnus Cum Laude
Isaac Flemming, Hilliard
Cum Laude
Renae Elizabeth Fochsetaro, Xenia
Patrick Garberney, Austintown
Magnus Cum Laude
Chase William Granlund, Dublin
Colleen Margaret Harkins, Yardley, PA
Thomas Harrington, Berea
Magnus Cum Laude
Brendan James Heaphy, Auburn Hills, MI
Nathan William Heckman, Maria Stein
Mackenzie Hennes, Miamoh, OH
Cum Laude
Adelaide Helen Hirschi, Marietta
Douglas Paul Hoffmeister, Cincinnati
Magnus Cum Laude
William Bryan Hoge, Sheffield Lake
Paul James Homan, Ontario
Cum Laude
Dongkang Hu, Jinhu, China
Mohammad Haqiem Bin Huzaimi, Columbus
Magnus Cum Laude
Dayeb Hwang, Columbus
Asadullah Idris, Colombo, Sri Lanka
Muhammad Akmal Bin Ishak, Ipoh, Malaysia
Cum Laude
Keareen Sam Jaroudi, Cleveland
Surren Cum Laude
Samantha Jones, Delaware
Magnus Cum Laude
Corban Joyce, Chagrin Falls
Magna Cum Laude
with Honors in Engineering
with Honors Research Distinction in Mechanical Engineering
Camelia Kamalainia, Columbus
Brandon Michael Kilgore, Delaware
David H. Koenitzer, Tallahassee, FL
Teck Yang Koh, Shah Alam, Malaysia
Michael David Lloyd, Liberty Township
Summa Cum Laude
with Honors in Engineering
Joshua Thomas Mack, Royersford, PA
Cum Laude
Warren Joseph Mansfield, Springfield
Michael Mazey, Loveland
with Research Distinction in Mechanical Engineering
with Honors Research Distinction in Mechanical Engineering
Muhammad Sajid, Dhaka, Bangladesh
Andrew Joseph Kettner Rygalski, Lewis Center
Eric Logan Renner, Lewis Center
Muhammad Zam Zam Bin Ramdzam, Columbus
Ethan James Prohl, Columbus
Eric Ravut Pham, Centerville
Ilya Anatolyevich Peshko, Galloway
Zhong Ouyang, Yongzhou, China
Heather Jade Oberst, Houston, TX
Trung Luong Nguyen, Columbus
Joseph Brian Nemec, Twinsburg
Bryan James Munson, Aurora
Brendan Mountain, Columbus
Robert David Morton III, Milan
Logan Mark Meyer, Liberty Center
with Honors in Engineering
with Research Distinction in Mechanical Engineering
Thomas Jeffrey Milam, Medina
Muhammad Shahrul Salihin Bin Mohd Faiz, Tekak Irani, Malaysia
Siti Nur Shafiqah Binti Mohd Radzi, Bandar Baru Bangi, Malaysia
Muhammad Luqman Bin Mohd Shukri, Kuala Lumpur, Malaysia
Cum Laude
with Honors in Engineering
with Honors Research Distinction in Mechanical Engineering
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Ilya Anatolyevich Peshko, Galloway
with Research Distinction in Mechanical Engineering
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November 21, 2019, Board of Trustees meeting

Lucas Benjamin Goehler, Medina
Paulos Kessette Golla, Columbus
Zachary Raymond Hailie, Defiance
Kyle S. Harness, Columbus
Nathan Douglas Hazzard, Cincinnati
Michelle Cum Laude
Katie Scarlett Hines, Columbus
James Michael Holtz, Columbus
Nicholas Rocco Jeswald, Poland
Sean Edward Kearns, Columbus
Cum Laude
Nicholas Scott Klein, Hudson
Matthew Kyle Mackey, Batavia
Jesii Marcos Martinez Guerra, Toledo
Dustin Thomas McCuiston, Columbus
Robert Henry Milburn, Mount Airy, MD
Thomas Paul Nelson II, Medina
Nick James Ondrack, Northfield
Austin Jeffrey Overly, Boardman
John-Michael Joseph Pauze, Ypsilanti, MI
James Kenneth Ragland III, Sylvania
Geno Joseph Rollo, Pickerington
John Scott, Columbus
Eric Norman Valentine, West Chester
Seth Jacob Williams, Willard

Bachelor of Science in Food Science

Sok Lin Ang, Kuala Lumpur, Malaysia
Cum Laude
with Research Distinction in Food Science and Technology
Jessica Marie Johnson, Stoutsville
Cum Laude
Nur Lyaina Ezzyati Binti Md Noor, Muar, Johor, Malaysia
Stephanie Nestor, Dublin
Megan E. Ryan, Centerburg
Nikhil Sachdeva, Mohali, India
Stephanie Denise Scoggins, Columbus

School of Environment and Natural Resources

Bachelor of Science in Environment and Natural Resources

Logan Joshua Ambrister, Lima
Mary Clare Armbruster, Perrysburg
Hannah Pauline Berosek, Metamora
Michelle Cum Laude
Margaret Mary Borders, Dublin
Cum Laude
Stacey Marie Brainard, South Vienna
Cum Laude
Stephanie Lane Brandt, New Bremen
Heidi Marie Brochhaus, Cincinnati
Alexander Douglas Brown, Worthington
Natalie Alyce Burkey, Columbus
Cole Michael Burkholder, Fayette
Alex Michael Butler, Westerville
Murphy Alexander Coan, Westerville
Cum Laude
Lauren Kathryn Deverse, Upper Arlington
Piper Lauren Edie, Uhrichsville
Jessica Erin Edmonds, Westerville
Cum Laude
Michael William Fackler, Loveland
Donald Maurice Farrar III, Westerville
Magna Cum Laude
Kathleen Potok Fillingim, Centererville
Magna Cum Laude
Ariel Fisher, Fairborn
Tess Elizabeth Fullerton, Medina
Nicholas Joel Gasior, Columbus
Alec Glenn Grimm, Hilliard
Shawn Hoffman, Euclid
Jessica Michael Hong, Pittsburgh, PA
Victoria Anna Louise House, New Albany
Taylor Kay Hrabak, Medina
with Research Distinction in Forestry, Fisheries and Wildlife
Cole Mason Hustel, Mason
Joann Hwang, Tampa, Florida
Dana Jackson, Powell
Elizabeth Anne Kubera, Broadview Heights
Cum Laude
Tabor Nicholas Lakatos, Chardon
Aaron Matthew Link, Granville
Kayla Jo Luft, Amanda
Sophie Manaster, Cincinnati
Magna Cum Laude
with Research Distinction in Environmental Policy and Decision Making
Andrew Edward Meade, Fredericktown
Madeline Joan Moses, Wooster
Cum Laude
Maj Salih Najjar, Westerville
Karim Mikaee Nardeccam, Vandalia
Magna Cum Laude
Vanessa Elizabeth Nawin, Hudson
Jacob Andrew Netzel, Westlake
Cum Laude
Andrew Lee Oppeliger, Westerville
Magna Cum Laude
with Research Distinction in Forestry, Fisheries and Wildlife
Kelly Kovanauagh Peterson, Pickerington
Tammy Pham, Cleveland
Cum Laude
Katherine Lynn Pieski, Sunbury
Andrew Constantine Pottsclmidt, Upper Arlington
Dominique Provencher, North Royalton
Summa Cum Laude
with Honors Research Distinction in Environment, Economy, Development and Sustainability
William Albert Ray, Cumberland
Katharine Lynn Reiderman, Willard
Kenneth Spencer See, Grove City
Sarah Ann Segers, Cincinnati
Grant Shiely, Gahanna
Ashlee Nisara Shuttleworth, Hilliard
Cum Laude
Rachel Ann Simonetti, Broadview Heights
Cum Laude
Logan Coltrane Smith, Bethel Township
Nischay Soni, Tiffin
Catherine Rose Stanley, Avon Lake
Timothy Paul Sugure, Dayton
Haley Lama Suscila, Newbury
Tyler Thomas, Granville
Jordan Elizabeth Turnbull, Tipp City
Caroline Joy Wagner, German Village
Eric Mathew White, Centerburg
Kamara Nyche: Willoughby, Columbus
Christine Ann Wne, Westerville
Renna Rose Wittum, Hilliard
Jack Daniel Michael Wolf, Medford, NJ

Agricultural Technical Institute - Wooster

Associate in Applied Science

Noah Porter Adams, Medina
Nathaniel Christian Betz, Waussau
Melinda Sue Carmichael, Washington, PA
Hannah Marie Dull, Rittman
Hannah Elizabeth Farley, Marion
Blake Laura Friley, Bloomington
Nicholas Warner Groh, Cincinnati
Linzy Allie Haga, Toledo
Nathan P. Hurst, Strongsville
Megan Michelle McCoy, Blue Ash
Jason Michael Nagy, Canton
Patrick Michael Nuzzo, Macedonia
Joseph Michael Overly, Boardman
Brandon Patrick Yaeger, Orwell

Associate of Science

Brittaney Kay Allen, Cambridge
Cum Laude
Samantha Elizabeth Augustine, Loudonville
David Jack Phillip Bowman, Marysville
Cum Laude
Leland Alexander Brainard, Rittman
Dakota Shaine Brame, Junction City
Alexander Douglas Brown, Worthington
Zachary Daniel Brown, Holgate
Lexie Marie Bunn, Winchester
Trevor Burden, West Liberty
Nicholas Scott Carr, Hamilton
Joel Christopher Garcia, Quaker City
Magna Cum Laude
Nicholas Taylor Huffman, Attica
Cum Laude
Kathryn Leigh Foust, Columbus
B.Laws (Ohio Wesleyan University)
Ph.D.
Maxwell W. Pristic, Columbus
M.B.A.

Master of Laws

Regina Alba Martinez, Mexico
B.Laws (Facultad Libre de Derecho de Monterrey)
B.Laws (The Academic Center for Law and Economics)
B.Laws (Sungkyunkwan University)
Ph.D.

Kim Phuong Nguyen, Vietnam
B.Laws (Ho Chi Minh University of Law)
M.Laws (BBP University)

Walaia Attila, Palestine
B.Laws (Al-Quds University)

Kim Phuong Nguyen, Vietnam
B.Laws (Ho Chi Minh City University of Law)
M.Laws (BBP University)

Kathryn Rothman-Zecher, Israel
B.Laws (The Academic Center for Law and Business)

Luis Villasante Del Corral, Spain
B.Laws (Universidad Pontificia Comillas)

College of Medicine

Dean:  K. Craig Kent

Doctor of Medicine

Weston Lawrence Niemeyer, Columbus
B.S. (University of Notre Dame)
Magna Cum Laude

Michael E. Moritz
College of Law

Dean:  Lincoln L. Davies

Juris Doctor

Trey D. Calver, Columbus
Mariah L. Daly, Centerville
B.A.
Kathryn Leigh Foust, Columbus
B.A. (King Saud University)

Dhohyung Kim, Columbus
B.S. (Sungkyunkwan University)

Walaia Attila, Palestine
B.Laws (Al-Quds University)

Kim Phuong Nguyen, Vietnam
B.Laws (Ho Chi Minh City University of Law)
M.Laws (BBP University)

Kathya Rothman-Zecher, Israel
B.Laws (The Academic Center for Law and Business)

Luis Villasante Del Corral, Spain
B.Laws (Universidad Pontificia Comillas)

College of Medicine

Dean:  K. Craig Kent

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B.S. (University of Notre Dame)
Magna Cum Laude

Michael E. Moritz
College of Law

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Juris Doctor

Trey D. Calver, Columbus
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M.Laws (BBP University)

Kathya Rothman-Zecher, Israel
B.Laws (The Academic Center for Law and Business)

Luis Villasante Del Corral, Spain
B.Laws (Universidad Pontificia Comillas)
November 21, 2019, Board of Trustees meeting

School of Health and Rehabilitation Sciences

Bachelor of Science in Health and Rehabilitation Sciences

Kathryn Alexandra Alfitt, Dublin
Megra Cum Laude
Ashlee Almendinger, Columbus
Adriana Gala Anibras, Ormond Beach, FL
Megra Cum Laude
Mark Robert Arthur, Grove City
David Morris Adinan, Marysville
Cum Laude
Megan Lynn Bartholomew, Crestline
Nancy Beasley, Columbus
Daniel Paul Brashear, Hilliard
Alivia Cangel or, Pittsburgh, PA
Cum Summa Cum Laude
Peter Ching, Dublin
Kirsty Elizabeth Cole, Belmont
Laurel Ann Colombini, Fostoria
Cum Laude
Kristina Maria Corks, Lancaster, CA
Cum Laude
Hannah Jesse Coyne, Cincinnati
Megra Cum Laude
Michaela Kathison Davidson, Green Springs
Kelsey Detillion, Bucyrus
Mary Sarah Downey, Newark
Mollie Claire Dwyer, Cincinnati
Cum Laude
Lilyan Ghasan Eldadah, Worthington
McKenzie Noel Fain, Springfield
Morgan Christina Foster, Plain City
Cum Laude
Lucy M. Fowler, Beasley
Madison Julia Frey, Twinsburg
Megra Cum Laude
Carey A. Fuller, Wintersville
Rachel Joanna Gammon, Marietta
Michaela Leighahn Hailey, Columbus
Karol Lin Ho, Englewood
Cum Laude
Brianna Jacqueline Huller, Cleveland
Jennifer Patricia Ionadi, Pittsburgh, PA
Alayna Marie Kaschak, Westerville
Summa Cum Laude
Emily Elizabeth Kimura, Cleveland
Chloe Genevieve Lawton-Chadwick, Pittsburgh, PA
Claudia Barbara Lewis, Chagrin Falls
Megra Cum Laude
Richard Michael Leyland, Jr., Pickerington
Leslie Ann Luna, Akron
Megra Cum Laude
with Research Distinction in Health Sciences
Marielle Anne Lynch, Wexford, PA
Summa Cum Laude
Alexandra Meredith Le Roux, Superior, CO
Cum Laude
Emilee Joy Meyer, Spencerville
Cum Laude
Colet Blaze Napier, Waynesfield
Toby Jefferson Norman, Cincinnati
Michael Vaden Perry, Madison, VA
Taylor Ashton Pirko, Lewis Center
Cara Piscano, Mentor
Jeremy Queen, Dayton
Stephen Christopher Quintus, Brunswick
Summa Cum Laude
Benjamin William Rohrer, Akron
Kathryn Paige Shower, Delaware
Cody West Smith, Ararat, VA
Mckenzie Ann Smith, Harrod
Rachel Anne Smithberger, Toledo
Morgan Cum Laude
Ryan James Weisbarth, Geneva
Lauren Marie Westerbeck, Hudson
Allison White, Wellington
Morgan Kathleen Witchey, Dublin
Solal Yodada, Columbia, MD
Amber Lee Yoder, Kittanning, PA
Haylie Marie Zavarella, Solon
Cum Laude
Jing Zhang, Jiangsu, China
with Research Distinction in Health Sciences
College of Nursing

Dean: Bernadette M. Melnyk

Bachelor of Science in Nursing

Ayah Al Najjar, Westlake
Anna Maria Amato, Columbus
Olive Ane Abayge, Washington Court House
Tina Louise Barnett, Coshocton
Joshua Shane Beale, Crossville, TN
Jennifer Ann Beck, Tiffin
Sarah Benz, Liberty Township
Alissa Bonn, Canfield
Madison Rae Carter, Santa Barbara, CA
Teresa Rose Cutrone, Bensalem, PA
Judit B. Edaran, Columbus
Tracy L. Etharp, Huber Heights
Hani A. Essa, Columbus
Abby Gwendolyn Fife, Harrisburg, PA
Jesse Grace, Mount Gilead
Morgan Elizabeth Glover, Arlington, VA
Marc J. Hayek, Cleveland
Eileen Kelly, Mercer, PA
Hee Chung Kim, Columbus
Damans Mana, Lewis Center
Laura M. Manahan, Columbus
Kristina Renee Mengen, Botkins
Lina Martin, Lima
Jenny Ellen Mclnerny, Columbus
Elizabeth Kay Mercer, Pickerington
Michelle Lynn Metter, Put-in-Bay
Margo Beth Moore, Stoutsville
Katherine Marie Nikaidoh, Cincinnati
Megra Cum Laude
Secundah T. Parker, Columbus
Trevor Perdue, Piattoe, MO
Derek Edward Phelps, Cincinnati
Omobolade Obabiyi Popoola, Brownsburg, IN
Doneyqua Tyreia Rhodes, Springfield
Sarah Beth Robinson, Ashland
Franklin Dorey Roque III, Clyde
Paige Ann Sanders, Circleville
Aminda Sue Sapp, Mansfield
Jennifer Lynn Sapp, Mansfield
Elizabeth Lipat Medina Savona, Hilliard
Christopher Ryan Scott, Springfield
Brandy Lee Sheafesh, Ashford
Jason Scott, Virginia
Leanne Marie Sparr, Shreve
Ronell Ariane Swain, Akron
Lisa Verma, Chicago, IL
Jameca L. Williams, Columbus
Amber N. Wilson, Columbus
Scott Robert Woof, Springfield
Donald Conrad Yahner, Olmsted
Naudya S. Yanno, Youngstown

College of Pharmacy

Dean: Henry J. Mann

Doctor of Pharmacy

Annmarie DiMeeo, Columbus
B.S.Pharm.

Bachelor of Science in Pharmaceutical Sciences

Sierra Alexander, Blacklick
Asha Abdalla Ali, Columbus
Caytnn Kathleen Baldwin, South Bloomfield
Kassidy Kristine Banford, Bellbrook
Megra Cum Laude
Shreya Ashutosh Barde, Los Angeles, CA
Sarah Bee, Cincinnati
Ross Hamilton Blankrader, Jr., Columbus
Cum Laude
with Distinction in Pharmaceutical Sciences
Xiaoling Chen, Lakewood
Cum Summa Cum Laude
Nicholas Scott Cross, Columbus
Kimberly Autumn Detry, Cana, JS.
Dinah R. Diab, Cincinnati
Ethan Kelly Dunn, Columbus
Kevin Andrew Gerds, Lancaster
Brian Marla Graham, Hilliard
Sara Rose Guagliardo, Woodridge, IL
Rachel Marie Hopper, Harpster
Hannah Johns, Hilliard
Cameron Christian Johnson, Cincinnati
Cynthia Rumbiob Kanyong, Columbus
Jenna Lynette Keller, Cortland
Julia Khan, Hilliard
Conner Knight, Girard
Wenyin Lin, Hilliard
Cole David Masse, Washington Court House
Mursal S. Moumin, Columbus
Abubakar Shanif Noor Munye, Columbus
Lan Cuc Nguyen, Westerville
Cum Laude
Kavitha P. Sreek, Subay Jaya, Malaysia
Megra Cum Laude
Anna Christine Radec, Johnstown
Chase D’Ryan Reed, Dublin
Kathryn Imani Samuel, Columbus
Ruowen Song, Xjiaihua, China
Cum Laude
Samantha Marie Steele, Shoreham, NY

John Glenn College of Public Affairs

Dean: Trevor L. Brown

Bachelor of Arts

Emma Louise Berlage, Cincinnati
Cum Laude
Elizabeth A. Brett, Chardon
Cum Laude
Joseph Raymond Bryan, Strasburg
Megra Cum Laude
Alexander Frisch, Westfield, NJ
Cum Laude
Victoria Elise Haver, Chagrin Falls
Megra Cum Laude
Madelyn Noel Johnson, Columbus
Summa Cum Laude
Logan Evan Kohl, Londonderry
Maya Majikas, Mentor
Summa Cum Laude
with Honors in Public Affairs
April Jolyn Mundt, Elmo
Jeffrey Allen Phillips, Columbus
Megra Cum Laude
Alexandra Marie Schoellkopf, Chagrin Falls
Matthew Schmacher, Newport, KY
Cum Laude
Taylor Ann Stokes, Peoria, AZ
Cum Laude
William Francis Sullivan, Columbus
Kyla Elizabeth Wilson, Cincinnati
Cum Laude

Bachelor of Science

Jeffrey Caleb Boyd, Columbus
Jeremy Coning, Shaker Heights
Cum Laude
Breton Nelson Gutowski, Anchise Hills, CA
Megra Cum Laude
John Robert Scordia II, Lewis Center

College of Public Health

Dean: Amy L. Fairchild

Bachelor of Science in Public Health

Farhaya Hassan Abuabraham, Columbus
Bejan Alai, Dublin
Kahi Amantika, Columbus
Simone Monet Bacor, Chicago, IL
Cum Laude
Jonathan Philip Bashor, Akron
Madison Behm, Chicago, IL
Cum Laude
Katie Renee Brown, Strongsville
Summa Cum Laude
Katherine Denise Crooks, Conneaut
Aadar Abadi Milti, Columbus
Cum Laude
Taylor Rae Fryman, Lebanon
Samsam Handulle, Columbus
Cum Laude
Tabitha Joy Hootman, Springfield
Tiera Jewel Hummons, Dayton
Juliet Rose McAdam, Sleepy Hollow, NY
Elizabeth Nthambi Mwanzia, Canal Winchester
Kamela Samadi, Cincinnati
Delaine Thomas, Yonkers, NY
Megra Cum Laude
with Distinction in Public Affairs
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.

*denotes Distinguished Military Graduate

**denotes Distinguished Air Force Graduate

***denotes Distinguished Naval Graduate

November 21, 2019, Board of Trustees meeting
## Summary of Degrees and Certificates
### Autumn Semester Commencement — 2019

<table>
<thead>
<tr>
<th>College</th>
<th>Degree/Certificate</th>
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<td><strong>Total Degrees and Certificates</strong></td>
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<td><strong>Total Degrees this Semester</strong></td>
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<td><strong>Total Degrees during Last Decade</strong></td>
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<td><strong>148,125</strong></td>
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Photography

Photographs may be taken from the stands at any time during the ceremony. However, only press photographers are permitted on the arena floor. Guests are asked to be courteous and respectful of all those wishing to take photographs.

Complimentary Programs

A limited number of programs are available on a first-come, first-served basis. Requests should be sent to the Office of Commencement and Special Events, 1060 Blankenship Hall, 901 Woody Hayes Drive, Columbus, OH 43210-4016

Board of Trustees

(The expiration date of each trustee’s term is given in parentheses.)

Gary R. Heminger, chair (2027)
Timothy P. Smucker, vice chair (2020)
Abigail S. Wexner, vice chair (2023)
Alex Shumate (2020)
Cheryl L. Krueger (2021)
Brent R. Porteus (2022)
Erin P. Hoeflinger (2022)
Alex R. Fischer (2023)
Hiroyuki Fujita (2024)
Alan A. Stockmeister (2025)
John W. Zeiger (2026)
Elizabeth P. Kessler (2027)
Jeff M.S. Kaplan (2028)
Michael Kiggin (2021)
Janice M. Bonsu, student trustee (2020)
Anand Shah, student trustee (2021)
Alan VanderMolen, charter trustee (2020)
Janet Porter, charter trustee (2020)
James D. Klingbeil, charter trustee (2021)

Jessica A. Eveland, secretary
November 21, 2019, Board of Trustees meeting

PREZIDENT’S CABINET

Michael V. Drake
President

Susan M. Basso
Senior Vice President for Talent, Culture and Human Resources

Molly Ranz Calhoun
Interim Senior Vice President for Student Life

Christopher J. Davey
Interim Senior Vice President for University Communications

Michael C. Eicher
Senior Vice President for Advancement

Anne K. Garcia
Interim Vice President for Legal Affairs and General Counsel

Katie Hall
Chief of Staff, Office of the President

Jack D. Kasey
Senior Vice President for Administration and Planning

Gail B. Marsh
Senior Vice President and Chief Strategy and Implementation Officer

Bruce A. McPherson
Executive Vice President andProvost

Michael Papadakis
Senior Vice President for Business and Finance and Chief Financial Officer

Harold L. Paz
Executive Vice President and Chancellor for Health Affairs

Stacy Rastauskas
Vice President for Government Affairs

Gene D. Smith
Senior Vice President and Wolfe Foundation Endowed Director of Athletics

Morley O. Stone
Senior Vice President for Research

COUNCIL OF DEANS

Alicia L. Bertone
Vice Provost for Graduate Studies
Dean, Graduate School

Trevor L. Brown
Executive Dean, Professional Colleges
Dean, John Glenn College of Public Affairs

Lincoln L. Davies
Dean, Moritz College of Law

Amy L. Fairchild
Dean, College of Public Health

Thomas K. Gregoire
Dean, College of Social Work

Elizabeth V. Hume
Vice Provost for Student Academic Success and Dean for Undergraduate Education

Damon E. Jaggars
Vice Provost and Dean of University Libraries

Norman W. Jones
Dean and Director, Ohio State Mansfield

K. Craig Kent
Dean, College of Medicine

Cathann A. Kress
Dean, College of Agriculture, Administration Education

Patrick M. Lloyd
Dean, College of Dentistry

William L. MacDonald
Dean and Director, Ohio State Newark

Anil K. Makhija
Dean, Fisher College of Business

Henry J. Mann
Dean, College of Pharmacy

Bruce A. McPherson
Executive Vice President and Provost

Bernadette M. Melnyk
Dean, College of Veterinary Medicine

Michael Papadakis
Senior Vice President for Business and Finance and Chief Financial Officer

Donald B. Pope-Davis
Dean, College of Education and Human Ecology

Timothy A. Rehner
Dean and Director, Ohio State Lima

Gretchen Ritter
Executive Dean and Vice Provost, College of Arts and Sciences

Gregory S. Rose
Executive Dean, Regional Campuses

Morley O. Stone
Senior Vice President for Research

David B. Williams
Dean, College of Engineering

Karla Zadnik
Executive Dean for Health Sciences

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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.
5. Unfinished business.
7. Consideration and approval of action items.
8. Adjournment.

(E) Quorum and manner of acting.

1. A majority of the voting members of the board or a committee of the board shall be present in person at any meeting of the board or the committee in order to constitute a quorum for the transaction of business at such meeting.
BYLAWS OF THE BOARD OF TRUSTEES
OF THE OHIO STATE UNIVERSITY

Updated: August 30, 2019

(2) Except as otherwise provided in paragraph (E)(3) of this rule, the act of the majority of the voting members present at any such meeting at which a quorum is present shall be the act of the board of trustees or its committees. In the absence of a quorum, a majority of those present may adjourn the meeting from time to time until a quorum is had. Notice of any adjourned meeting need not be given.

(3) The concurrence of a majority of all of the board members shall be necessary to elect or to remove the president, or adopt, amend, or repeal a bylaw of the board of trustees.

(4) A roll call vote is necessary when electing or removing a president and when acting on motions involving the expenditure of university funds. On all other matters, a voice vote may be conducted instead.

(F) Parliamentary authority. Robert’s Rules of Order, Newly Revised (most recent edition), shall be accepted as authority on all questions of parliamentary procedure not determined by these bylaws or provisions of the Ohio Revised Code.

(G) Attendance. Consistent with the expectations set forth in section 3.17 of the Revised Code, every voting member of the board, the Wexner medical center board, and/or one of their committees shall, except for extraordinary reasons, attend all meetings of the board and/or their committees. When a voting member of the board or one of its committees cannot attend, the individual will so inform the chair with as much advance notice as possible and provide an explanation for the absence.

(H) Executive session. Subject to the requirements of Ohio law, the board or a committee of the board may hold any portion of a regular, special or emergency meeting in executive session with participation limited to voting members of the board or the committee of the board. Other individuals may be invited to attend any or all portions of an executive session as deemed necessary by the board chair or committee chair.


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.
(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
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, student life and research committee. The academic affairs, student life and research committee shall consider and make recommendations to the board regarding matters pertaining to the teaching, research, and public service programs of the university and its faculty, staff, and students. Matters to be brought before the committee may include, but shall not be limited to: faculty and staff matters; educational policy; academic structure and organization; student
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OF THE OHIO STATE UNIVERSITY
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welfare and housing; collective bargaining; university faculty and student rules; conferring of degrees, certificates, awards, and other honors; the university system of Ohio; regional campuses; the Ohio agricultural research and development center; agricultural technical institute; the university’s land-grant mission and extension programs; athletics; and any other matter assigned to the committee by the board or the chair of the board.

In addition to trustees appointed to the committee, the committee shall also consist of at least one student trustee, one member of the university faculty, and up to two additional non-trustee members.

(b) Audit, compliance and finance committee. The audit, compliance and finance committee shall consider and make recommendations to the board regarding matters pertaining to the financial, business, and administrative management of the university, auditing of the university and related entity operations and oversight of compliance functions. Matters to be brought before the committee may include, but shall not be limited to: internal audit policies, plans, and reports; financial statements; internal financial control systems; oversight and monitoring of compliance programs and activities; enterprise risk management systems and business continuity planning; approval and monitoring of affiliated entities; selection of, and receiving reports from, independent auditors (in conjunction with the auditor of state); capital and operating budgets and policies; issuance of debt; tuition and fees; university master planning; development and maintenance of facilities; real property matters; security and safety of the campuses; purchasing policies; self-insurance trust; the research foundation; commercialization; managed health care systems; and any other matter assigned to the committee by the board or the chair of the board.

In addition to trustees appointed to the committee, the committee shall also consist of at least one student trustee and up to three additional non-trustee members.

All individual trustees shall be appointed to either the audit, compliance and finance committee or the academic affairs, and student life and research committee in approximately even distribution.

(c) Audit and compliance committee. The audit and compliance committee shall consider and make recommendations to the board regarding matters pertaining to auditing of university and related entity operations and oversight of compliance functions. Matters to be brought before the committee may include, but shall not be limited to: internal audit policies, plans, and reports; financial statements; internal financial control systems; oversight and monitoring of compliance programs and activities; enterprise risk management systems and business continuity planning; approval and monitoring of affiliated entities; selection of, and receiving reports from, independent auditors (in conjunction with the auditor of state); and any other matter assigned to the committee by the board or the chair of the board.

The committee shall consist of at least five trustees and up to three additional non-trustee members.

(d) Advancement committee. The advancement committee shall consider and make recommendations to the board regarding matters of policy and strategy pertaining to the university-wide integration of fund raising, alumni relations, marketing and related efforts (known as advancement) to foster positive relationships with students, alumni, and other key audiences; provide multiple opportunities for engagement; and generate involvement with and support for the mission of the university. The committee shall advise relevant university officers and monitor progress,
performance, and the integration of fund raising efforts, alumni relations and marketing strategies. Matters to be brought before the committee may include, but shall not be limited to: fundraising and development policies; capital campaigns; acceptance of gifts; relations with and activities of the university foundation, Wexner center foundation, and other related organizations; naming of university buildings and other spaces; and any other matter assigned to the committee by the board or the chair of the board.

The committee shall consist of at least five trustees, two members of the alumni association governing board, and two members of the university foundation board. The alumni association shall nominate its representatives for a one-year appointment, renewable for up to three years, and forward those nominations to the chair of the board. The university foundation board shall nominate its representatives for a one-year appointment renewable for up to three years, and forward those nominations to the chair of the board. Additional non-trustee members may be appointed to ensure expertise in the areas of concentration for this committee.

(e) Talent, compensation and governance committee. The talent, compensation and governance committee shall provide oversight and counsel to the president regarding matters related to the senior leadership of the university, as determined by the board and the president, and make recommendations to the board regarding matters pertaining to the organization of the board and involvement and role of trustees. Matters to be brought before the committee may include, but shall not be limited to: roles and responsibilities of trustees and senior leadership positions; position specifications and necessary qualifications; compensation strategy and comparative data; transition plans; the board structure and operation; matters related to the trustees and charter trustee selection process; trustee orientation; reviews of the president of the university and officers of the board; expectations regarding trustee comportment; organization of the board office; and any other matter assigned to the committee by the board or the chair of the board.

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

(f) Master planning and facilities committee. The master planning and facilities committee shall consider and make recommendations to the board regarding the university’s physical environment to ensure they enable and advance the university’s academic mission and strategic goals; review and recommend for approval the planning, design, and construction activity of the university, including the Wexner medical center; serve as stewards of the campus master plans and district plans; and any other matter assigned to the committee by the board or the chair of the board.

The committee shall consist of at least three trustees and no more than three non-trustee committee members, with majority membership by trustees at all time.

(2) The chair and vice chair of each committee of the board shall be trustees or charter trustees.

(3) The chair of the board shall appoint the chair, vice chair, and other trustee and non-trustee members of each committee. The board or the chair of the board may designate guidelines regarding non-trustee members of committees. Student trustee, charter trustee, and non-trustee committee members shall be voting members of the committees on which they serve.
(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.


3335-1-03 Administration of the university.

(A) The president.

(1) The president shall be the chief executive officer of the Ohio state university and shall be responsible for the entire administration of the university, subject to control of the board of trustees. The president shall lead in fostering and promoting education, research and outreach as the primary aims of the university. It shall be the duty of the president to enforce the bylaws, rules and regulations of the board of trustees, and, as a member of the faculty, to interpret to the board proposals and actions of the faculty. The president is hereby clothed with the authority requisite to that end.

(2) The president shall be a voting member of all college faculties, of the graduate school faculty, and of the faculty of the arts and sciences, and shall be a voting member and presiding officer of the university faculty and of the university senate. The president shall appoint all committees of the university faculty and of the university senate, unless membership has been designated by rule.

(3) After consultation with the steering committee of the university senate, the president may recommend to the board of trustees candidates for honorary degrees. The number of candidates so recommended shall be limited to eight per calendar year. This right and its limitation in no way abrogates the power of the university senate to recommend candidates for honorary degrees (rule 3335-5-41 of the Administrative Code).

(B) Executive vice president and provost. The executive vice president and provost shall, under the direction of the president, be responsible for and have the requisite authority for the oversight of all academic programs and other instructional and faculty affairs of the university, and shall be the chief operating officer of the university.

(C) Senior vice president for business and finance and chief financial officer. The senior vice president for business and finance and chief financial officer shall, under the direction of the president, be responsible for and have the requisite authority for the administration of the university’s business, financial and administrative operations. The senior vice president for business and finance and chief financial officer shall report to the president and, as appropriate, shall consult with the executive vice president and provost.
(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.

(3335-1-04 University faculty.)

(A) University faculty; membership.

(1) As used in these bylaws and in the “Rules of the University Faculty,” the term faculty shall include persons with regular tenure-track, regular clinical, regular research, auxiliary, and emeritus faculty titles on full or part-time appointments with or without salary.

(2) For purposes of the legislative authority described in paragraph (B) of this rule, the term university faculty shall mean all regular tenure-track faculty, the president, members of the president’s cabinet, the deans of the colleges and of the graduate school, the executive dean of the colleges of the arts and sciences, and the dean for undergraduate education.

(B) University faculty; powers.

(1) The legislative authority to establish educational and academic policies of the university is vested in the university faculty, subject to the approval of the board of trustees. In this connection, the university faculty shall have the authority, subject to the approval of the board of trustees, to adopt rules to effectuate the educational and academic policies of the university. It shall also act upon all matters of routine faculty business in pursuance of already established university policies and shall recommend to the board of trustees candidates for honorary degrees.

(2) The university faculty may delegate any or all of its authority and responsibility to a university senate if such senate is established by rule and approved by the board.
(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.


3335-1-05 University organization.

(A) University organization. For the purpose of administering the various programs of the university, there shall be established educational and administrative units within the university. All educational units of the university shall be established, altered, or abolished only on vote of the board of trustees.

(B) Basic educational organization of the university. The basic organization of the educational units of the university shall be departments, divisions, schools, academic centers, colleges, regional campuses, the graduate school, and the agricultural technical institute.

(1) Schools, departments, and divisions. The unit of the university for instruction, research, and extension in a defined field of learning is the school, department, or division.

(2) Academic centers. The unit of the university for research, instruction, or related service which crosses department, division, school, or college boundaries is the academic center.

(3) Colleges and graduate school. For educational administration the university shall be organized into a graduate school and fifteen colleges. The fifteen colleges are: the college of arts and sciences, the college of food, agricultural, and environmental sciences, the Max M. Fisher college of business, the college of dentistry, the college of education and human ecology, the college of engineering, the Michael E. Moritz college of law, the college of medicine, the college of nursing, the college of optometry, the college of pharmacy, the John Glenn college of public affairs, the college of public health, the college of social work, and the college of veterinary medicine.

(4) Graduate school. The graduate school shall consist of: those members of the university faculty who are approved to give graduate instruction; a graduate faculty; the research and graduate council; and an administration composed of a curriculum committee, an executive committee, the dean, the secretary and such other administrative officers as are necessary to carry out the responsibilities of the graduate school.

(5) Regional campuses. There shall be four regional campuses of the university located at Lima, Mansfield, Marion, and Newark, Ohio.

(6) Agricultural technical institute. The unit of the university for instruction leading to the associate of applied science degree in the agricultural technologies is the agricultural technical institute (Wooster). Regarding matters of administration and operation, the agricultural technical institute shall function as a school in the college of food, agricultural, and environmental sciences.

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3335-1-06 Instruction.

(A) The university year. The university year shall be divided into two semesters and a summer session with further definition as provided by rule promulgated by the university faculty or university senate and approved by the board.

(B) Admission requirements. Admission requirements, including admission to advanced standing, for entrance into the university shall be adopted by the board of trustees upon recommendation of the appropriate faculty and the approval of the university senate or the university faculty.

(C) Courses and curricula. The establishment, alteration and abolition of courses and curricula shall follow the procedures outlined by rule of the university faculty or university senate, as the rule is approved by the board of trustees, and shall be subject to review by the president and by the board (see section 3335.09 of the Revised Code).

(D) Graduation requirements. The requirements for graduation from the university shall be adopted by the board of trustees upon recommendation of the appropriate faculty and approval of the university senate or the university faculty.

(E) Degrees and certificates.

(1) Degrees and certificates shall be awarded by the board of trustees upon recommendation of the university senate or the university faculty, transmitted to the board by the president.

(2) All diplomas issued to those receiving degrees from the university shall be signed by the chair, the secretary of the board of trustees and by the president of the university.


3335-1-08 Miscellaneous.

(A) Budget. The annual budget, as adopted by the board of trustees and as amended from time to time, shall govern all transactions involving the financial obligations of the university. The budget shall be comprised of classifications in accordance with the budget and financial reporting system adopted by the state of Ohio.

(B) Appearance before governmental offices, boards and agencies. Subject to specific control by the board of trustees, the preparation and presentation of requests for appropriations from the state of Ohio and all official dealings on behalf of the university with all federal, state and local government offices, boards and agencies shall be under the direction of the president of the university or his or her designee. Unauthorized appearances before federal, state or local government offices, boards and agencies are hereby prohibited.

(C) Non-discrimination. The Ohio state university is committed to building and maintaining a diverse community to reflect human diversity and improve opportunities for all. The university is committed to equal opportunity and eliminating discrimination. This commitment is both a moral imperative consistent with an intellectual community that celebrates individual differences and diversity, as well as a matter of law. The Ohio state university does not discriminate on the basis of age, ancestry, color, disability, gender identity or expression, genetic information, HIV/AIDS status, military status, national origin, race, religion, sex, sexual orientation, or veteran status in its programs, activities, employment, and admission.
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(D) Naming of university buildings. University buildings and structures shall be named by the board of trustees following recommendations submitted by the president and the appropriate faculty or other group. Buildings and structures shall not be named for any person who is an officer or employee of the university or the state of Ohio, but may be named for a person who has been retired or has otherwise left such a position for a minimum of three years.


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

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

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

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

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

1. The dean of the college of medicine;
2. The president of the university faculty group practice;
3. The chief executive officer of the Ohio state university health system;
4. The chief executive officer(s) or executive director(s) of all university Wexner medical center hospitals;
5. The chief administrative officer of the Ohio state university health system;
6. The chief clinical officer of the Ohio state university Wexner medical center; and
7. The chief financial officer of the Ohio state university Wexner medical center.

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

Membership shall be national in scope and the selection processes shall incorporate the diversity policies of the university.


3335-93-02 Powers and duties.

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

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

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

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

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

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

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

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

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

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

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

(I) Monitoring the university Wexner medical center integrity and compliance programs as adopted by the university board of trustees; and
(J) Reviewing strategic plans, capital and operating budgets of the university Wexner medical center, and making recommendations for approval to the university board of trustees, university president, and executive vice president and chancellor for health affairs.

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

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

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

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

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

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

(Board approval dates: 8/30/2013, 8/28/2015, 5/31/2019)
3335-93-04 Accountability and reporting.

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

1. The chair of the university Wexner medical center board or other designee as selected by the chair of the university board of trustees shall provide a summary report of its activities and actions taken at each regular meeting of the university board of trustees.

2. The chair of the university Wexner medical center board or other designee shall report annually also to the university board of trustees or appropriate Board committee on the following topics:
   a. Annual patient safety and quality report;
   b. Annual compliance report; and
   c. Annual financial report.

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

3335-93-05 Meetings and notice.

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

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

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

(D) Meetings of the university Wexner medical center board shall be conducted in accordance with the state laws of Ohio and open meetings laws, including, but
not limited to, the production and maintenance of minutes for all proceedings of
the university Wexner medical center board.

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

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

3335-93-06 Quorum.

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

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

3335-93-07 Vacancies.

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

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

3335-93-08 Removal.

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

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

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

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

(Board approval date: 8/30/2013)

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

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

(Board approval date: 8/30/2013)

3335-93-11 Confidentiality and Conflicts of Interest.

In addition to any applicable restrictions or obligations set forth in Chapter 102,
section 2921.42 of the Revised Code and section 2921.43 of the Revised Code,
which may apply to university trustees and ex-officio members of the university
Wexner medical center board as employees of the university, all members of the
university Wexner medical center board, including public members and the
appointed members of any and all board committees have a duty of loyalty and
fidelity to the university, and they must govern their affairs honestly, exercising
their best care, skill and judgment for the benefit of the university so as to avoid
conflicts of interest and the appearance of impropriety.

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

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

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

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

3335-95-01 Officers of the board.

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


3335-95-02 Chair.

The chair shall be selected among the voting members of the university Wexner
medical center board and shall be appointed by the chair of the university board
of trustees, in consultation with the university president and the executive vice
president and chancellor for health affairs, and ratified by the university board of
trustees. The chair shall be appointed annually and have specific skills and qualifications including, but not limited to, prior experience leading a board and demonstrated experience in business management. The chair of the university Wexner medical center board shall preside at all meetings of the board.


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

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

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

3335-97-02 Finance committee.

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

(B) Composition. The finance committee shall be composed of no fewer than five voting members of the university Wexner medical center board, with at least
three members being university trustees; the university chief financial officer; and such other members as determined by the chair of the university Wexner medical center board.

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


3335-97-03 Quality and professional affairs committee.

(A) Responsibilities. The quality and professional affairs committee shall be responsible for the following specific duties:

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

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

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

(D) Voting. With respect to items coming before the quality and professional affairs committee as detailed in paragraph (A) of this rule, at least two voting, non-public members of the university Wexner medical center board must be
present. Any action taken by this committee pursuant to the responsibilities as defined in Section 3335-97-03 (A)(1) to (A)(11) of the Administrative Code shall be taken only by the voting, non-public, committee members and approved by a majority vote thereof. The chief quality and patient safety officer shall recuse themselves from voting on matters defined in section 3335-97-03 (A)(7) and (A)(10) of the Administrative Code.

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


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

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

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

3335-101-01 General.

The university Wexner medical center board shall hold the medical staff organization of university hospitals and the medical staff organization of the James cancer hospital accountable to the university Wexner medical center board for establishing and maintaining standards of medical care for their respective facilities. As provided in rule 3335-101-04 of the Administrative Code, revisions to medical staff bylaws are subject to review and approval by the university Wexner medical center board before they are submitted to the Ohio state university board of trustees for adoption.
3335-101-02 Medical staff.

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

3335-101-03 Medical staff organization.

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

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

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

(C) To represent the medical staffs of university hospitals and the James cancer hospital and to provide the means whereby issues concerning the medical staffs of university hospitals and the James cancer hospital are discussed within the medical staff organization and among representatives of the medical staff, the
quality and professional affairs committee, the university Wexner medical center board, and the university Wexner medical center administration.

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


3335-101-04 Medical staff bylaws.

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


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

Upon recommendation of the medical staff of university hospitals or the James cancer hospital and in accordance with the medical staff bylaws, the university Wexner medical center board may appoint physicians, dentists, psychologists, and podiatrists meeting the qualifications prescribed in the medical staff bylaws, to membership on the medical staff of the university hospitals and the James cancer hospital and shall grant clinical privileges to such practitioners. Appointment to the medical staff carries with it full responsibility for the treatment of patients of the university Wexner medical center subject to such limitations as may be imposed by the university Wexner medical center board or the medical
staff bylaws, rules, and regulations of the medical staff. Appointment and reappointment to the medical staff shall be for a period not to exceed two years and shall be renewable in accordance with the reappointment procedure set forth in the medical staff bylaws. The chief medical officer of the medical center and the director of medical affairs for the James cancer hospital are delegated the responsibility by the university Wexner medical center board to grant temporary clinical privileges. The granting of temporary privileges shall be limited to situations which fulfill an important patient care need, and shall not be granted for a period of more than one hundred twenty days.


3335-101-06 Medical staff administrative committees.

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

(B) Composition. The composition of the medical staff administrative committee of the university hospitals medical staff shall be determined in accordance with the university hospitals medical staff bylaws and the chief medical officer of the medical center shall serve as chair of the university hospitals medical staff administrative committee. The composition of the medical staff administrative committee of the James cancer hospital medical staff shall be determined in accordance with the James cancer hospital medical staff bylaws and the James cancer hospital director of medical affairs shall serve as chair of the James cancer hospital medical staff administrative committee. Any members may be removed from the medical staff administrative committee in accordance with the medical staff bylaws. Replacement or additional members may be appointed to the medical staff administrative committees in accordance with the medical staff bylaws and subject to review/renewal on a yearly basis to maintain the medical staff administrative committee’s constituency.
(C) Meetings. Each medical staff administrative committee shall meet monthly. Minutes of the meetings shall be available to all members of the university Wexner medical center board and the quality and professional affairs committee of the university Wexner medical center board, the executive vice president and chancellor for health affairs, the dean of the college of medicine and the deans of other professional colleges whose faculty have appointments on the medical and dental staffs.


3335-101-07 Hospitals clinical departments.

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

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

(C) The executive vice president and chancellor for health affairs shall recommend a candidate for the appointment of the chief clinical officer of the medical center to the university Wexner medical center board. The university Wexner medical center board shall appoint the chief clinical officer of the medical center. The chief clinical officer of the university Wexner medical center shall report to the vice president for health services, the executive vice president and chancellor for health affairs and to the university Wexner medical center board. In matters relating to medical care in the university hospitals, members of the clinical departments of the university hospitals are accountable to the clinical chiefs, and medical directors who are accountable to the chief clinical officer of the medical center.
(D) The chief clinical officer is the senior medical officer for the medical center with the responsibility and authority for all health and medical care delivered at the medical center. The chief clinical officer is responsible for overall quality improvement and clinical leadership throughout the medical center, physician alignment, patient safety and medical staff development. The chief clinical officer is a key member of the senior management team and is expected to participate in all strategic, operational and policy decisions as a senior corporate officer of the medical center. The chief clinical officer is accountable for developing and managing systems and forums that foster the transfer of knowledge, information and process improvement methodologies to administrative and clinical leadership and staff. The chief clinical officer has the authority and responsibility of the organization of clinical service to optimize high quality care.

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

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

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

November 20, 2019

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

Dear Michael:

As you know, each year the Board of Trustees conducts an annual review of the university president’s performance over the previous year, which is consistent with best practices across higher education. The board understands the importance of strong leadership, strategic vision and community presence in advancing the mission of the university and recognizes the constant demands that come with leading a large and complex university like Ohio State.

You have continued to demonstrate movement in the execution of our strategic plan and in increasing the ability to manage our diverse operations with several key hires in 2019. As a board, we want to confirm our continued support and alignment with your guidance and achievement of our strategic goals.

You have demonstrated an ongoing commitment to institutional excellence and a passion for promoting a high-quality, affordable education. We would like to call attention to a few areas of achievement and opportunities in each of the pillars of the strategic plan over the past year.

**Pillar 1: Teaching and Learning**

As president, you have continued to make progress on strengthening the quality of our teaching and learning, which has led to more students succeeding, graduating on time and decreasing their costs. Ohio State continues to be recognized and is ranked No. 17 nationally among publics and No. 1 among Ohio publics in the 2020 “America’s Best Colleges” report from *U.S. News & World Report*. We received special notice for undergraduate teaching at No. 7 among publics and No. 23 overall. We were also ranked among the nation’s top schools for being the “most innovative” — No. 11 among publics and No. 19 overall.
Additionally, 15 Ohio State programs rank in the top 10 in the 2020 edition of “America’s Best Graduate Schools” with three specialties at No. 1. Ohio State’s online Master of Science in nursing program is No. 1 among publics and No. 2 nationally, and our online bachelor’s programs are No. 3 overall.

Our talented faculty continue to be recognized widely. A record 159 awards and recognitions from national and international societies were reported across all faculty, up 14% over the previous year.

The incoming 2019 class is the most academically prepared and diverse in the university’s 150-year history. The new class on the Columbus campus had a record-high ACT score of 29.5 — up from 28.8 in 2014-15, while 94% graduated in the top quarter of their high school class. New first-year minority-student representation increased to a record 1,937 students in Columbus, which is a 16.8% increase. Across the university, minority-student enrollment has increased from 11,216 in 2014-15 to 15,285 in 2019.

Four- and six-year graduation rates are the best in university history. Our four-year graduation rate is 67% — up 2.4 percentage points from a year ago and 8.5 percentage points from 2015. Our six-year graduation rate is 85.8% — up 2.3 points over last year.

In addition, Ohio State ranked No. 17 in the nation and No. 2 among U.S. public universities for graduate employability, according to Times Higher Education. Our spring graduates accepted employment in 98% of the 84 in-demand jobs requiring a bachelor’s degree identified in Ohio. This is a new high and the third-straight year above 90%.

Ohio State is also committed to education in ways that distinguish us from other institutions of our size. The University Institute for Teaching and Learning is unique for implementing a research-based survey instrument on effective teaching practices across the entire institution. To date, 76.1% of our full-time faculty in colleges that serve undergraduates have completed the first component of the institute’s Teaching Support Program. About 50% of this group have completed a second component that includes online learning modules, preparing faculty to implement evidence-based approaches in their courses.

This academic year marked the second for the Digital Flagship collaboration with Apple. More than 23,000 first-year students have received iPad technology toolkits as part of the largest learning-technology deployment in our history. We also launched the Mobile Design Lab, and the App Development and Coding Certification program began in May. The first two courses in a four-course sequence are now available to all at Ohio State.

The University Senate approved the first major overhaul of our General Education curriculum since its creation more than 30 years ago. It is expected to launch in 2021.
In FY19, you advanced effective leadership and talent throughout the university. Gil Latz was announced as vice provost for global strategies and internal affairs, and several new deans were also hired, including Lincoln Davies, Moritz College of Law; Amy Fairchild, College of Public Health; Timothy Rehner, OSU-Lima Campus; and Gretchen Ritter, College of Arts and Sciences.

Pillar 2: Access, Affordability and Excellence

As noted, we are making significant progress on strengthening the quality of our teaching and learning, leading to more students succeeding, graduating on time and decreasing their costs. We have set new marks for number of graduates and graduation rates, while the percentage of students graduating with debt and the amount of debt they carry has declined. In short, more students are graduating, fewer are doing so with debt and those with debt have less of it.

Several efforts in recent years continue to contribute significantly to our focus on access, affordability and excellence, including affordability grants for approx. 15,000 in-state students, a tuition guarantee program for Ohio students and the elimination of 70% of course fees.

The 2018-19 academic year also marked the first for the Buckeye Opportunity Program, which ensures that Ohio students who qualify for Pell grants receive an aid package that covers at least the full cost of tuition and mandatory fees. The program launched in Columbus in autumn 2018 and expanded to regional campuses in the spring. Several selective universities have programs to cover tuition and other costs for Pell-eligible students, but doing this in an open-enrollment environment such as on our regional campuses is unique. In addition, we have expanded the Land Grant Opportunity Scholarship program to cover the full cost of attendance while also doubling the number of recipients to 176. In all, the university has committed more than $150M in additional need-based aid for Ohio families since 2015. This has impacted an estimated 42,000 Ohio students.

We are also opening our doors more widely to families of all economic backgrounds. The university enrolled 1,300 Pell students in the entering class on the Columbus campus this fall, which is up 7.8% over the previous year and part of a larger goal to raise enrollment of Pell students campus-wide to 24% by 2025. Ohio State more broadly has seen a 19.3% increase (225 individuals) in new first-year Pell students since 2015. This is part of our effort to increase enrollment of Pell students across the university from 22% in 2015 to at least 24% by 2025. First-generation students, meanwhile, increased 10.8%.
Pillar 3: Research and Creative Expression

We were once again named among Reuters’ Top 100 of the “World’s Most Innovative Universities.” This metric is based on several indicators, including research paper citations and patent filings. Invention disclosures were at 418 in FY19, the third-straight year over 400. Licensing revenue grew to $8.87M from $7.9M, driven largely by one-time financial events. Our active startup portfolio now totals 90 companies, up from 78 last year and nearly double the number from five years ago.

In addition, research expenditures in FY19 are up 5.5% overall with a substantial increase of 8% from the National Institutes of Health, our top funder. Expenditures of funds from industry are also up by 10.2%. These data exclude institutional support (e.g., Transportation Research Center, Nationwide Children’s Hospital and others), which are not yet available. Broadly, research expenditures are up 7% from FY15-FY18, growing to a university record of $875M. During that time, we have seen significant advances in funding from federal agencies such as NASA (19.7%), Department of Energy (16.7%) and Department of Defense (11%).

To continue our focus on interdisciplinary research, we have advanced plans for an Interdisciplinary Research Facility and co-located Energy Advancement and Innovation Center on West Campus. The center is part of the university’s first-of-its-kind comprehensive energy management project. In FY19, we officially dedicated the Mirror Lake District, including work to restore Mirror Lake and transform Pomerene Hall into the new home for the Translational Data Analytics Institute, Undergraduate Data Analytics Major and the Department of History of Art. We continue planning on an Arts District between 15th and 18th avenues, which envisions high-quality, modern learning environments for interaction across arts disciplines.

Also critical is collaboration with the broader community, a foundational part of our mission as a land-grant university. The Wexner Medical Center and The James are collaborating with Nationwide Children’s Hospital on the region’s first proton therapy treatment facility. Additionally, the medical center and Mercy Health have launched the Healthy State Alliance to address Ohio’s most critical health needs.

Ohio State was selected as the lead institution for a $65.9M federal research grant aimed at addressing opioid addiction. Ohio is one of four states to receive support as part of the HEALing Communities Study. Our program includes a consortium of state universities and community organizations in partnership with Governor Mike DeWine’s RecoveryOhio effort. This marks the largest-ever grant for a research project at Ohio State.

As part of the Alliance for the American Dream initiative, Schmidt Futures awarded Ohio State a $1.5M grant and an additional $300,000. Our team, in collaboration with the Ohio Housing Finance Agency and others, will provide information, advice and financial capital to 10,000 new homeowners on the edge of the middle class. Ohio is on track to receive up to $2.3M from Schmidt Futures in support of the alliance’s work.
Pillar 4: Academic Health Care

Ohio State’s medical enterprise continues to operate at the highest level.

For the 27th consecutive year, the Wexner Medical Center is among the nation’s “Best Hospitals” and No. 1 in central Ohio (U.S. News & World Report). We are nationally ranked in four specialties, including ear, nose and throat (No. 3) and cancer (No. 20). Approximately 1% of U.S. hospitals received national rankings in four or more specialties. The medical center and Ohio State East Hospital also earned an “A” grade, the highest possible, for patient safety from The Leapfrog Group. In the health system (excluding The James), both safety indicators and infection events decreased by 6% in 2019.

The College of Medicine rose to No. 30 in the nation (No. 12 among publics) in rankings from U.S. News & World Report. We are now No. 2 in the country for percentage of African American students. For the first time, four colleges at one university have earned the Health Professions Higher Education Excellence in Diversity (HEED) Award. The colleges of Medicine, Nursing, Optometry and Veterinary Medicine were honored in 2019. The award recognizes health schools and centers demonstrating outstanding commitment to diversity and inclusion.

In February, you announced Dr. Hal Paz as executive vice president and chancellor for health affairs. He is a nationally renowned executive with an unparalleled combination of expertise in both academic medical center leadership and Fortune-50-company business development. He is a former leader of the health care enterprise at Penn State University, where he served as CEO of the Penn State Milton S. Hershey Medical Center, senior vice president for health affairs, dean of the College of Medicine and president/CEO of the Penn State Hershey Health System from 2006 to 2014. He left Penn State to join Aetna as executive vice president and chief medical officer, providing clinical leadership for the company’s domestic and global businesses.

In addition to Dr. Paz joining our university, five new chairs were recruited to our College of Medicine in microbial infection and immunology; internal medicine; neurology; psychiatry; and physiology and cell biology.

We continue to look at compensation. We created and approved individual compensation plans for 18 clinical departments; organized a compensation committee to monitor departmental plans; and engaged in broad communications related to the introduction of the plan.

Overall, medical center performance was outstanding in FY19. Integrated net margin was $401.5M, exceeding our goal and $119.1M positive to budget. FY19 represented a year-to-year increase of 17.6%. Cash reserves grew by $275M over FY18. The medical center ended FY19 with 168 days cash on hand, improving from 145.9.
Growth in total research funding at the College of Medicine was up 28.4% in FY19 for a record of $269.4M. Growth in total NIH funding was up 38.1% ($164.3M) with growth in direct NIH funding up 45.6% ($147.9M). The number of new grants totaled 400.

We continue to see patient care and growth of our medical enterprise. The plan for a new hospital and ambulatory center to enhance a unified Wexner Medical Center complex, as well as the creation of ambulatory locations in northeast Columbus and Delaware, will further increase the ability to deliver care in a more localized manner.

**Pillar 5: Operational Excellence and Resource Stewardship**

The university continues to drive administrative efficiencies. In FY19, savings totaled $53.8M, exceeding a target of $41M, to support strategic priorities that include affordability grants and Digital Flagship. Overall, the university has achieved $168M in efficiencies since 2015. We are on track to exceed our goal of reaching $200M in efficiencies by 2020. At the Wexner Medical Center, $47.5M in operational savings in FY19 surpassed a target of $32M.

Human Resources continues to look at operational excellence and resource stewardship through key components of several HR transformation initiatives in collaboration with units across campus. These include Career Roadmap and the Enterprise Project, which features HR Service Delivery and Workday implementation.

Other projects to advance efficiency and productivity include fleet management, in which we reduced vehicles by 17.7% to avoid $3.5M in acquisition costs and provide annual operating savings of $740,000. We reviewed travel last August to make the most effective use of existing discounts and position us to negotiate future savings. Our procurement process also allows for additional savings such as furniture procurement, which was signed in April; search firm and consultant spend; cell phone allowances; and computer hardware packages.

You continue to advance Ohio State’s mission through your participation and leadership in national efforts, ensuring the university is at the table for key discussions. You currently serve as chair of the Board of Directors of the Association of Public and Land-grant Universities and chair of the NCAA Board of Governors. You also remain active in the Association of American Universities as immediate past chair and chair of the membership committee.

Stakeholder engagement continues to be an area of focus as you convened or attended meetings and events with faculty, staff, students, alumni, community members and other constituents throughout the university and broader community, delivering 349 scheduled speeches/remarks.

Michael, we continue to appreciate your drive to advance the university’s land-grant mission and strategic plan — and we support the work you are doing to build a strong team at the university and medical center. Hiring top talent has been a key driver of building the leadership team at
Ohio State with the addition of many new deans and the new chancellor. In addition, Morley Stone joined the university last August as senior vice president for research, Johanna Burton was appointed director of the Wexner Center for the Arts, and Katherine Lasher came to the university to serve as associate vice president for the Office of Institutional Equity. Each of these outstanding individuals brings a record of high achievement.

We look forward to serving as a resource for you in the coming year and encourage you to engage with us on important issues and matters impacting the university.

Pursuant to the terms of your contract, you are eligible for an annual increase of your base compensation. As part of Ohio State’s Annual Merit Compensation Process, the university established a salary increase framework for faculty and staff that set forth a 2.5 percent aggregate increase. Consistent with that process, you will receive a 2.5 percent adjustment to your base salary in the amount of $21,754.

On behalf of the entire Board of Trustees, we would like to thank you and Brenda for your continued service and dedication to our great university.

Sincerely,

Gary R. Heminger  
Chairman  
Board of Trustees

Hiroyuki Fujita  
Chair  
Talent, Compensation & Governance Committee  
Board of Trustees