The Board of Trustees and its committees met virtually over Zoom on February 23-25, 2021, pursuant to adjournment.

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Minutes of the last meetings were approved.
WEXNER MEDICAL CENTER BOARD MEETING

Board Secretary Jessica Eveland called the meeting of the Wexner Medical Center Board to order on Wednesday, February 23, 2021 at 1:00 p.m.

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

Members Absent: None

(See Appendix XLI for Summary of Actions Taken, page 1056)

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FULL-BOARD EXECUTIVE SESSION

Board Chair Gary Heminger called the meeting of the Board of Trustees to order on Wednesday, February 24 at 8:15 a.m.


Members Absent: None

Mr. Heminger:

Will the Secretary please advise when a quorum is present?

Ms. Eveland:

A quorum is present.

Mr. Heminger:

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

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

The meeting entered adjourned at 10:31 a.m.

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February 23-25, 2021, Board of Trustees Meetings

TALENT, COMPENSATION & GOVERNANCE COMMITTEE MEETING

Committee Chair Hiroyuki Fujita called the meeting of the Talent, Compensation and Governance Committee of the Board of Trustees to order on Wednesday, February 24, 2021 at 10:45 a.m.

Members Present (online): Hiroyuki Fujita, Lewis Von Thaer, Brent R. Porteus, John W. Zeiger, Elizabeth P. Kessler, Gary R. Heminger (ex officio)

Members Absent: Abigail S. Wexner, Alexander R. Fischer

(See Appendix XLII for Summary of Actions Taken, page 1091)

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RESEARCH, INNOVATION & STRATEGIC PARTNERSHIPS COMMITTEE MEETING

Committee Chair Lewis Von Thaer called the meeting of the Research, Innovation and Strategic Partnerships Committee of the Board of Trustees to order on Wednesday, February 24, 2021 at 1:00 p.m.


Members Absent: None

(See Appendix XLIII for Summary of Actions Taken, page 1105)

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ACADEMIC AFFAIRS & STUDENT LIFE COMMITTEE MEETING

Committee Chair Brent Porteus called the meeting of the Academic Affairs & Student Life Committee of the Board of Trustees to order on Wednesday, February 24, 2021 at 2:28 p.m.


Members Absent: None

(See Appendix XLIV for Summary of Actions Taken, page 1127)

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MASTER PLANNING & FACILITIES COMMITTEE MEETING

Committee Chair Alex Fischer called the meeting of the Master Planning and Facilities Committee of the Board of Trustees to order on Wednesday, February 24, 2021 at 4:00 p.m.


Members Absent: None

(See Appendix XLV for Summary of Actions Taken, page 1182)
February 23-25, 2021, Board of Trustees Meetings

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AUDIT, FINANCE & INVESTMENT COMMITTEE MEETING

Committee Chair John Zeiger called the meeting of the Audit, Finance, and Investment Committee of the Board of Trustees to order on Thursday, February 25, 2021 at 8:15 a.m.


Members Absent: None

(See Appendix XLVI for Summary of Actions Taken, page 1210)

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LEGAL, RISK & COMPLIANCE COMMITTEE MEETING

Committee Chair John Zeiger called the meeting of the Legal, Risk and Compliance Committee of the Board of Trustees to order on Thursday, February 25, 2021 at 10:30 a.m.

Members Present (online): Elizabeth P. Kessler, Alan A. Stockmeister, Jeff M.S. Kaplan, Michael Kiggin, Elizabeth A. Harsh, Carly G. Sobol, Gary R. Heminger (ex officio)

Members Absent:

(See Appendix XLVII for Summary of Actions Taken, page 1306)

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RECONVENING OF THE BOARD

Board Chair Gary Heminger reconvened The Ohio State University Board of Trustees on Thursday, February 25, 2021 at 12:30 p.m.


Members Absent: Alexander R. Fischer

Mr. Heminger:

Good afternoon and will the Secretary please advise when a quorum is present?

Ms. Eveland:

A quorum is present.

Mr. Heminger:

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

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APPROVAL OF MINUTES

Mr. Heminger:

Our first order of business is the approval of our November board meeting minutes, 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:

To everyone joining us today, either tuning in through WOSU or joining us here on Zoom, I would like to say one thing – and that is, thank you. This is our first meeting of 2021 and I want to acknowledge the many challenges that we faced this past year – as a nation, a state, a community and as a university. And I want to thank everyone – from President Johnson to our frontline healthcare workers, our senior leaders, our faculty, staff and students, Governor DeWine and the communities throughout Ohio for their hard work, sacrifice, and resilience.

I believe I speak for the entire board when I say that, like every other institution of higher education, we have been learning as we go this past year. It has not always been perfect, but we are very proud of how everyone has come together to navigate, as best as possible, the difficulties that are facing our world. Looking toward the future, we are very optimistic. And a large part of that optimism is due to the leadership of President Johnson.

I hope that many of you were able to watch her first State of the University Address last week. Not even one year into the job and she has already set a 10-year vision for making Ohio State the model land-grant institution of the 21st century. As a board, we are grateful for President Johnson’s leadership and we look forward to working with her on making this vision a reality. So, again, I say thank you.

And now, I will ask our undergraduate student trustee, Anand Shah, to introduce to us two Buckeyes who have found their calling in improving the lives of others in our communities and beyond. Anand?

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PRESIDENT’S PRIZE WINNERS

Mr. Shah:

Thank you, Chairman Heminger.

It is my pleasure to introduce the 2021 recipients of the President’s Prize – the highest recognition Ohio State gives to exceptional students who are committed to social change. Now in its fifth year, the President’s Prize honors Ohio State’s founding purpose of offering an excellent education while elevating society through research – a reflection of the university’s motto of “Education for Citizenship.”

Each President’s Prize scholar receives a $50,000 living stipend and up to $50,000 in startup funding, along with access to the mentorship of accomplished experts and the opportunity to share ideas with the university’s global community of alumni, friends and partners.

I will start today by introducing Christina Allen. A native of Fairfax, Virginia, Christina will graduate in May with a bachelor’s degree in international development from the College
of Arts and Sciences, as well as a degree in human nutrition from the College of Education and Human Ecology.

Her project is called Food Leads, which is an initiative that makes nutrition a central part of treatment for type 2 diabetes patients through partnerships with doctors and dietitians. Food Leads will support Black and low-income Columbus residents by making food an integral part of doctors’ visits. The program will also provide recipes, nutrition education and check-ins to help patients stay accountable. It will truly bring together residents from all walks of life in Columbus to foster positive health outcomes.

Christina, would you like to tell us a little bit more about your project?

Ms. Allen:

Yes, thank you so much. Hello, everyone, it is a pleasure to be here today. Thank you so much for having me. My name is Christina Allen, and I am currently a graduating senior studying human nutrition and international studies, and I am excited to tell you a little bit more today about my President’s Prize project, Food Leads.

The mission of Food Leads is to provide equitable access to healthy food and nutrition education to improve outcomes for Black, low-income diabetes patients and to prevent diabetes in other populations. Black people in Ohio are 77% more likely to die from type 2 diabetes than white Ohioans and Food Leads takes an equity approach to address this alarming statistic.

Food Leads is an income-based grocery delivery program that provides nutrition education in the Columbus community. The model responds to inequities by addressing affordability, nutrition and access. It reframes the way we mitigate diabetes by looking at it through a food access lens rather than a clinical one.

All of the participants will receive a package that is valued at $40, but high-income participants will pay $30, middle-income will pay $20 and low-income participants will pay $10. This price structure will allow for all of the participants to save money on healthy food, which is very exciting. Additionally, all participants will receive nutrition education, but the Black low-income group with diabetes will receive diabetes-specific nutrition education.

I am motivated to address type 2 diabetes in Black communities because I know firsthand how devastating the condition is through my experience with my own family. I have dedicated so much of my time at Ohio State to improving food security in the community and I am inspired by how food has the power to make both individuals and communities stronger and healthier.

I am very excited to get working on this project in the fall and I am so grateful for the support of the university, as well as my project advisors, Dr. Jill Clark and Brian Snyder. I would also like to thank the Office of Advancement and the Office of Student Life for coordinating the prize.

As an out-of-state student, I could never have imagined all of the support that I would find in a place where I knew no one, but I feel a stronger connection today to the Columbus community than I could have ever imagined, and I want to return that love and support to the community that it has shown me through my project.

Thank you all so much, again, and I am happy to answer any questions that you have.

Mr. Shah:

Thank you, Christina. Does anybody have questions for Christina?
Mrs. Wexner:

I just want to add that it sounds like an amazing project. I am so proud of you and thank you so much for sharing with us. I was just curious, how is it funded?

Ms. Allen:

Yes, thank you so much. The actual food portion of the project, the costs are covered. So by purchasing in bulk directly from a wholesaler, we are able to achieve approximately 50% cost savings, and the way that the price structure is set up, the high-income participants subsidize the cost of the lower-income participants. The middle-income participants are paying just at cost. So it is a good way to get higher retail price products for a cheaper value.

Mrs. Wexner:

Great, thank you.

Dr. Wilkinson:

Christina, do you plan to say in Ohio?

Ms. Allen:

Yes, I do. I plan to stay in Columbus and work out of Columbus.

Dr. Wilkinson:

Great, thank you.

Mr. Shah:

Now I will introduce Dominique Hadad of Dublin. Dominique recently graduated from Ohio State with a degree in industrial and systems engineering from the College of Engineering. She is launching Green Scope Consulting, a sustainability-focused consultation program for food-related businesses in Columbus.

Green Scope Consulting will use predictive analytics to help prevent unnecessary waste, leverage community resources to rescue waste, and implement innovative strategies to compost necessary waste – all in an effort to cut costs for businesses while supporting the goals of local communities.

Dominique, would you like to tell us a little bit more about your project?

Ms. Hadad:

Yes, thanks Anand, that was a wonderful introduction. My name is Dominique Hadad, and I am a recent graduate from the College of Engineering. Some additional background on my experience at Ohio State is that I have spent the last four-and-a-half-years as an undergraduate trying to build a connection between sustainability and engineering in a way that was suitable for me. And so I am really hoping to spend my career helping businesses to operate more sustainably, because businesses create an impactful collective footprint, as many of you are already aware.

Thanks to the 2021 President’s Prize, I am going to be launching Green Scope Consulting, which is a consultation service essentially focused on helping small food businesses in central Ohio to reduce their food waste while improving their financial stability and their resilience going forward. Green Scope is going to be building solutions that definitely fit the problem for each specific small business but, overall, targeting a few methods, which I will share those with you in brief today.
The first is looking at predictive analytics just to reduce unnecessary waste. An example there is being able to compare point of sales data with excess food counts and orders to be able to track trends and, ultimately, predict the demand for different food items, so that these businesses are able to order the right amount of food at the right time. Just kind of putting data at the front.

The second method is looking at leveraging community resources to rescue waste. So example there is looking at byproducts’ energy. Which if you don’t already know is that the output of one organization can meet the needs of the input of another. Something already happening on Ohio State’s campus, which I think is really awesome, is that the cafés right now are sending old bagels over to Land Grant Brewing to make bagel beer. It’s just a cool relationship and I am hoping to promote more of those in Columbus.

And the third method I want to share is just following sustainable practices to divert unnecessary waste from the landfill. So an easy example is looking for opportunities to send food scraps to compost rather than sending them to the landfill. So Green Scope is going to work not only to advance the sustainability mission of Ohio State, which we are all very familiar with, but it is also going to help central Ohio to cut its food waste in half by 2030, which is a goal shared by SWACO (Solid Waste Authority of Central Ohio).

All in all, I am really thrilled to get the opportunity to apply my engineering skills to this project. Ohio State has taught me about efficiency, human factors, optimization and the power of data analytics. And I am also honored to serve the community that I grew up in, all while advancing the sustainability mission that I really care about. So I am prepared to launch my project officially in April and I am really grateful to share with you all today my story. I am in the process of building connections and partnerships in the community, so opening it up to just let you all know that I welcome you to reach out to me if you have any connections, any pieces of advice or any questions.

And I want to wrap up, similar to Christina, by just saying thank you for making this prize possible. You are allowing students like myself and Christina to make a real change happen in the community, and I know we are both really excited and grateful. Thank you!

Mr. Shah:

Thank you, Dominique. Are there any questions for Dominique?

Mrs. Hoeflinger:

I just want to say congratulations to both of you. It is just incredible work that you are doing, and you were doing that while you were still in school. Every time I think about that and what that must take, it is just incredibly impressive as you really change the face and be somebody who can really help us in Columbus and abroad. And Christina, I am delighted that you are staying in town as well. Thank you both.

Mr. Shah:

Thank you, Christina and Dominique, for joining us today. Once again, congratulations on this impressive accomplishment and know that we wish you the best of luck with your projects. Now if I could, can I ask that we all engage in a socially distanced round of applause?

[Applause]

Awesome. I will turn it back over to you, Chairman Heminger.
Mr. Heminger:

Thank you, Anand. And congratulations as well to Christina and Dominique. Those are two great projects, and we look forward to working with you in the future. Every year, the board so impressed with the brilliance of our President’s Prize scholars, and this year is no exception. Your projects truly have the potential to make a meaningful impact on our world. Thank you for your hard work, dedication and passion for furthering Ohio State’s mission of addressing society’s most pressing issues. We are so proud to call you Buckeyes. Best of luck and congratulations in the future.

With that, it is my pleasure now to turn the meeting over to President Johnson for her report.

PRESIDENT’S REPORT

Dr. Johnson:

Thank you very much, Chairman Heminger, and let me add my congratulations also to Christina and Dominique as the latest President’s Prize scholars – phenomenal projects.

Good afternoon to everyone on the call. I am thrilled to open our meeting with a very special announcement. Today, we recognize a generous gift to the College of Nursing from our very own Gary and Jane Heminger. The Heminger’s commitment to naming our new building will ensure that nursing faculty, staff and students who have dedicated themselves to providing patients with the best evidence-based care can teach, learn and grow in a state-of-the-art facility that will be a true home away from home. It will serve as a welcoming destination for learning, innovating and collaborating for our nursing students, alumni and the nursing community. And this is exciting news for the future of our health sciences campus, which will transform the health and improve lives through this gateway facility, which will forever bear the name of Heminger.

This wonderful gift is also particularly significant in that it recognizes how Jane was a nurse for many years, serving communities in both Ohio and Texas. And personally, I am especially grateful for Gary’s service to our university as chairman of our Board of Trustees. So, thank you, Gary and Jane. And I am going to take a page from Anand and ask for a virtual round of applause for Jane and Gary.

[Applause]

And I would also like to thank all of our trustees for the time you take to give us your guidance, your insight and for your personal philanthropy. You are leaders and role models for the entire Buckeye family.

Well, my first six months as president have been extraordinary and I am so honored to serve this storied university in this capacity. I have witnessed firsthand the commitment, grit and talent of Buckeye Nation – from our frontline workers who serve us, to the collective efforts that have made it possible for us to continue to live, learn, discover, practice and serve on our campuses.

We are solidly on the right track in our fight against COVID-19. Our seven-day average positivity rate for all students, living on-campus or off-campus, is consistently less than 0.5%. This is truly remarkable. This spring semester, we have performed over 150,000 COVID tests, and because of our low positivity rate, we have 98% capacity still available for quarantine and isolation beds for students as they need it. And as you can see, those statistics are on our A+ rated Safe and Healthy Buckeyes Dashboard. You might need an eye chart, so I ask you to go to the website, Safe and Healthy Buckeyes.

And not only the testing, but the Wexner Medical Center has administered just over 60,000 vaccinations. And this past Tuesday, it was the highest single-day for vaccinations – they did 2,297. So, hats off to the Wexner Medical Center, to Dr. Andy Thomas, to our Athletic Director Gene Smith who helps coordinate the facilities, to Jay Kasey and so many more. We just appreciate you keeping us all safe.
And with these improving COVID-19 trends and the continued vigilance about public health measures, I am pleased to share that my leadership team and I have begun preparations for a fall semester in which campus life will be significantly reactivated. If conditions continue to improve, there will be more teaching, learning and student activities taking place in-person on our campuses. And as we prepare for autumn, I just want to let you know that we are already enrolling students for our summer courses. With fewer students on our campuses during the summer, we have expanded opportunities for in-person teaching, learning and activities even under current healthcare protocols.

The safety and well-being of our community will always be our top priority, so any decisions that we make for the coming year will continue to be grounded in the expertise of our public health and medical leaders, and the latest data and science. As always, I just want to thank the Buckeye family for doing their part, which has allowed us to achieve this extraordinary milestone.

In these early months, I have focused on continuing to build my leadership team, and so it is a great pleasure to welcome a new member of that team to her first meeting of the Board of Trustees – Dr. Grace Wang. Dr. Wang joined us on December 1 to fill the newly created post of Executive Vice President for Research, Innovation and the Knowledge Enterprise, with particular responsibility for the strategic programmatic planning of The Ohio State University Innovation District, and for working with Senior Vice President for Research Morley Stone to double our research this decade and to consolidate the offices of Sponsored Research, Technology Commercialization and Corporate Engagement.

Next week, we will welcome Dr. Ayanna Howard to her role as Dean of the College of Engineering. We have attracted a magnificent leader of the highest quality and caliber. She has been named as one of "America's Top 50 Women in Tech" by Forbes and she comes to us from Georgia Tech where she was the Chair of the School of Interactive Computing. And we are so grateful to the outgoing dean – and my friend and colleague – Dr. David Williams for his outstanding service to the college over the past decade. And I am thrilled that he has agreed to stay on after two terms as dean and serve as a senior advisor to Dr. Wang and Dr. Stone to continue to strengthen our important industrial partnerships.

And finally, last week, we announced that Ms. Elizabeth Parkinson will join the university on March 22 to fill the newly created position of Senior Vice President for Marketing and Communications, pending board approval. I would like to thank Senior Vice President for Advancement Mike Eicher for chairing the search committee and everyone who contributed to this successful process. I would also thank Chris Davey, our interim Vice President for Communications; Adrienne Nazon, our Vice President for Marketing; and Skip Hidlay, Wexner Medical Center Chief Communications and Marketing Officer, for their collective efforts to welcome and unify communications and marketing under this new leader.

As the chairman said, last week I delivered my very first State of the University Address. I was delighted to share my vision for The Ohio State University being that absolute model 21st-century land-grant university, and to do that by investing in four kinds of excellence: 1) academic excellence and a culture of true inclusiveness; 2) excellence in research and creative expression; 3) excellence in entrepreneurship and partnerships; 4) and, finally, excellence in service to the state of Ohio, the nation and the world.

In terms of academic excellence, we aim to hire 350 new, net tenure-track faculty. I announced a new initiative called RAISE — short for race, inclusion and social equity – which has the goal to hire faculty in six thematic areas of equity in health, equity in education, economic leadership opportunities, justice and public safety, arts and creative expression, resources and the environment, and increasing underrepresented and BIPOC faculty. To advance our excellence in research and creative expression, we will invest a minimum of $750 million in researchers and research over the next decade to help prepare OSU to lead in such areas as next-generation computing and
communications applied to the life sciences, living therapeutics, advanced manufacturing and the connection between healthy food and clean water and cancer prevention. Also, investments in the scholarship of arts, social sciences and the humanities, including the application of machine learning to these particular areas. We also aim to double the research opportunities for our undergraduate students in this decade, and we continue to support our graduate and professional students. We have plans to increase the minimum annual stipend by $4,000 for our graduate students by August 2021 and we have already started implementing that.

Now, in order to move these great ideas from the research and scholarship realm into the real world, as you might say, we also are going to invest in excellence in entrepreneurship and partnership. This includes building out our new Innovation District, which received a boost from last week’s announcement of a $100 million partnership with JobsOhio, Nationwide Children’s Hospital and The Ohio State University. I am grateful to everyone who worked so hard to forge this partnership, including Governor DeWine, Lt. Gov. Husted, the state of Ohio, JobsOhio, Nationwide Children’s Hospital, One Columbus, and Mayor Ginther and the entire city of Columbus. I want to continue to cultivate and grow these partnerships that will allow us to leverage our resources and amplify our ideas.

And lastly, our fourth focus in excellence is service to the state of Ohio, the nation and the world. As a land-grant university, we serve those we influence in the communities in which they live. To do that, we must continue to address the biggest barrier to accessing a college degree; for most students, that is affordability. Over the next decade, we will work to provide our undergraduate students the opportunity to graduate debt-free, and this will require the strong support of our friends and partners to make it happen. I thank Governor DeWine and his administration for their ongoing commitment to higher education in the operating budget. We will continue to do our part at OSU through operational efficiencies, resource stewardship, beneficial partnerships that lead to internships for our students, and the firm support of our alumni, friends and philanthropic partners.

These initiatives represent a snapshot of our future vision for Ohio State over the next 10 years. Everything I have experienced and learned over the past six months about this university convinces me that these goals are well within our reach. For example, our students and faculty continue to be recognized both nationally and internationally for their excellence. Since we last met, senior and Ohio native Daniel Lesman was named a 2021 Rhodes Scholar – our third Rhodes Scholar in as many years. And Professor Amrita Dhar, Department of English, and Professor Christopher Pincock, Department of Philosophy, were recently awarded National Endowment for the Humanities grants. And, very recently, the university has been named the No. 1 ranked Fulbright U.S. Scholar university for the 2021 academic year.

These recent achievements truly just scratch the surface. Ohio State has the good fortune to be building upon an incredibly strong foundation with remarkable reach and vast potential for the future. As I said in my State of the University Address last week, we have the size, scale and scope – and the desire – to be the absolute model land-grant university of the 21st-century, so we can enable people from ordinary backgrounds to fulfill their potential to do extraordinary things. Together, we are headed in the right direction.

Thank you, Mr. Chairman.

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CONSENT AGENDA

Mr. Heminger:

Thank you, President Johnson. That was a very good summary and a very good presentation. Moving into the final portion of our meeting today, please note that we have placed two items for action directly on the consent agenda – our Distinguished Service Award recipients and our Resolutions in Memoriam, which recognize the passing of distinguished emeritus faculty members.

President Johnson, would you please present the Consent Agenda to the board?

Dr. Johnson:

Thank you. We have 29 resolutions on the Consent Agenda. The university is seeking approval of the following:

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RESOLUTIONS IN MEMORIAM

Resolution No. 2021-72

Eldon Dean Baldwin

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on November 9, 2020, of Eldon Dean Baldwin, Professor Emeritus in the Department of Agricultural, Environmental, and Development Economics in the College of Food, Agricultural, and Environmental Sciences. He was 81.

Professor Baldwin received his Bachelor of Science in Agriculture from Ohio State in 1963, then completed his Master of Science and PhD in Agricultural Economics at the University of Illinois. After serving as an agriculture statistician for the U.S. Census Bureau and an assistant professor in economics at Miami University of Ohio, Professor Baldwin joined the faculty at Ohio State in 1974, where he remained until his retirement in 2001. As Professor Emeritus, he taught numerous marketing courses on the Columbus and Lima campuses.

As a first-generation college graduate, Professor Baldwin was passionate about education. He enjoyed teaching, mentoring and challenging his students to achieve their potential and remain life-long learners. He was highly respected by his colleagues, always ready and willing to serve when needed. His research interests were primarily in the areas of grain and livestock marketing. He dedicated his career to finding the most effective way of collecting and disseminating current commodity data and providing the tools needed for effective decision-making by producers, industry leaders and policy makers.

There are many examples of Professor Baldwin’s successes. For instance, in the 1980s, when computer technology was first introduced to the public, he served as principal educator for several micro- and mini-computer programs developed to assist farmers and ag industries with marketing decisions. One such program – the Hog Accelerated Marketing System (HAMS) – was designed to describe, auction and record the sale of farmer-owned hogs to packers located in Ohio and the northeastern United States. This effort attracted international recognition, proving that agricultural commodities could be sold via computers while improving operations and pricing efficiency. Additionally, the Grain Marketing Basis Program provided an accurate and consistent database for businesses, educators and researchers. The database was updated weekly and was distributed nationally to land-grant universities in all 50 states.

Professor Baldwin was a member of the American Agricultural Economics Association, Southern Agricultural Economics Association, American Men and Women of Science, Agriculture Marketing Forum, and Ohio Extension Professors Association. He authored and co-authored numerous publications which appeared in the North Central Journal of Agricultural Economics. Professor Baldwin significantly impacted the department’s...
reputation for outstanding teaching, research and outreach. His service to the department, students, university and agricultural community will be forever appreciated.

On behalf of the entire university community, the Board of Trustees expresses to the family and loved ones of Professor Eldon Dean Baldwin its deepest sympathy and compassion for their loss. It is directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the board’s heartfelt sympathy and appreciation.

William R. Brown

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on October 11, 2020, of William Richard Brown, Professor Emeritus of the former Department of Communication in the College of Arts and Sciences. He was 91.

Professor Brown joined the faculty of Ohio State in 1970 and served as chair of the former Department of Communication from 1983-84. He received numerous awards, during his tenure including the Alumni Award for Distinguished Teaching. After retiring from Ohio State, where he remained an emeritus faculty member, Professor Brown joined the faculty at Dartmouth College for several years.

From the viewpoint of his advisees and former colleagues, Professor Brown was passionate about communication as the ultimate starting point for understanding all of human experience as well as constituting it. A rhetorical theorist, he was well known for his 1970 book, “Imagemaker: Will Rogers and the American Dream.” In it, Professor Brown discussed the structure of the American Dream ideology and argued that Rogers’ popularity was due to his embodiment of characteristics associated that ideology.

Professor Brown’s research led him to propose a framework to explain the rhetorical way in which we intervene communicatively to create, maintain and change ideologies and social systems. Part of his Rhetoric of Social Intervention (RSI) model explains how the process of naming is a fundamental human activity, and how naming influences our interpretations of and responses to others and events.

In 1978, Professor Brown outlined the tenets of his RSI model in his article, “Ideology as Communication Process,” which received the National Communication Association’s Golden Anniversary Monograph award. Professor Brown believed that his RSI model could provide a way for communication to be understood as the catalyst of all social system change. He also hoped that a growing awareness of the symbolically constituted nature of “reality” would help promote understanding and tolerance. Ultimately, Professor Brown was a scholar and theorist committed to shifting our attention to the centrality of communication in all aspects of our lives.

On behalf of the entire university community, the Board of Trustees expresses to the family and loved ones of Professor William Richard Brown its deepest sympathy and compassion for their loss. It is directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the board’s heartfelt sympathy and appreciation.

Albert de la Chapelle

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on December 10, 2020, of Albert de la Chapelle, MD, PhD, a Distinguished University Professor in the Department of Cancer Biology and Genetics, who played a key role in developing and leading the university’s human cancer genetics program to prominence.

After being recruited to Ohio State from the University of Helsinki in 1997, Dr. de la Chapelle served on the medical faculty until his death of natural causes at age 87. During his 23-year tenure, he served at various times as director of the Division of Human Genetics, director of human cancer genetics in Ohio State’s Comprehensive Cancer
Center – James Cancer Hospital and Solove Research Institute (OSUCCC – James), and co-leader of the Molecular Biology and Cancer Genetics Program within the OSUCCC – James. He remained a member of that program – now called the Cancer Biology Program – until his death. Dr. de la Chapelle also held the Leonard J. Immke Jr. and Charlotte L. Immke Chair in Cancer Research.

With Dr. de la Chapelle’s passing, the world has lost one of its most renowned medical scientists, a pioneer in the field of human cancer genetics whose work, which spanned more than half a century and included more than 800 publications in prestigious scientific journals, led to seminal discoveries about the molecular and genetic nature of cancer, setting the stage for the development of innovative treatments.

He received numerous accolades and awards during his long career, including his election to the U.S. National Academy of Sciences (now the National Academy of Medicine) and a lifetime achievement award from the Collaborative Group of the Americas on Inherited Colorectal Cancer, which works to improve understanding of inherited colorectal cancer and the clinical management of affected families.

Among Dr. de la Chappelle’s most important achievements in cancer genetics was helping to identify and map four genes (mismatch repair genes) that cause Lynch syndrome (LS), an inherited disorder that makes some families susceptible to colorectal and other cancers. By discerning that this susceptibility results from a damaged cell’s inability to repair its DNA, he discovered a cancer-causing mechanism.

At Ohio State he continued his basic research on molecular causes of cancer. His focus was on the mapping, cloning and characterization of high- and low-penetrance genes for cancer predisposition. He also made contributions in the study of papillary thyroid cancer (PTC), acute myeloid leukemia and endometrial cancer. Some of his later work included the study of inherited gene mutations that predispose to PTC, including non-coding RNA genes.

Dr. de la Chapelle was known for his compassionate approach to clinical research, always showing an interest in patients seen by his staff in clinic. He emphasized applying laboratory discoveries to the development of diagnostic procedures and treatments, including a test used to screen people for LS, and studies that led to recommendations for the universal screening of patients with colorectal cancer for LS so that, if they tested positive, their relatives could be notified and screened for the syndrome as well. Dr. de la Chapelle also mentored numerous students who benefited from his scientific expertise and helpful guidance.

On behalf of the entire university community, the Board of Trustees expresses to the family and loved ones of Dr. Albert de la Chapelle its deepest sympathy and compassion for their loss. It is directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the board’s heartfelt sympathy and appreciation.

Donald J. Eckert

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on January 6, 2021, of Donald James Eckert, Professor Emeritus in the College of Food, Agricultural, and Environmental Sciences. He was 71.

Professor Eckert began working for the Department of Agronomy as a graduate research assistant from 1975-78. He became an assistant professor in the department in June 1978; an associate professor in July 1987; and a professor in July 1993. His work encompassed all three missions of the college: research, teaching and Extension. He was awarded professor emeritus status in February 2010.

As part of his work with students, Professor Eckert advised the Agronomy Club. He built many great relationships with students and colleagues alike. He served as a research coordinator and as associate chair for a time within the Department of Agronomy. After the
Professor Eckert was a member of several professional organizations, including the American Society of Agronomy, the Soil Science Society of America, the Crop Science Society of America, the Ohio Academy of Science, and Sigma Xi – The Scientific Research Honor Society. Professor Eckert was honored as a researcher of the year in 1992 by the Fluid Fertilizer Foundation, recognized for research he conducted on nitrogen management on corn. Much of his work was peer-reviewed and published in numerous professional journals and Extension publications. He also was an author of the Ohio Agronomy Guide, 14th edition.

Professor Eckert earned his bachelor's degree in psychology at Michigan State University in 1971. He earned a master's degree in psychology at Ohio State in 1974, partially funded by a National Institutes of Health grant. He then earned a doctoral degree in agronomy (focusing on soil chemistry and fertility) at Ohio State in 1978, capitalizing on his love of the outdoors and his chemistry background. To earn money for graduate school, Professor Eckert had worked at ACE Rubber Products in Akron.

In his spare time, Professor Eckert also volunteered at the Ohio Wildlife Center. His duties there involved caring for raptors, helping children at day camp and doing outreach activities with animal ambassadors.

On behalf of the entire university community, the Board of Trustees expresses to the family and loved ones of Professor Donald James Eckert its deepest sympathy and compassion for their loss. It is directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the board's heartfelt sympathy and appreciation.

Charles M. Galloway

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on September 27, 2020, of Charles Millard Galloway, Professor Emeritus in the College of Education and Human Ecology. He was 90.

Professor Galloway combined his love of the performing arts with his passion for education by undertaking the study of the teacher’s nonverbal communication in the classroom. Early in his career, he noted that those in the performing arts were well aware of and practiced in how their body language and intonations communicated; at that time, educators were not.

Ohio State recruited Professor Galloway in 1966, while he was an associate professor at the University of North Texas. During his doctoral studies at the University of Florida, he had been among the first to study how a teacher’s nonverbal cues, behavior and other classroom phenomena communicated information that either facilitate or inhibit student learning. Not long after he arrived at Ohio State, the American Association of Colleges for Teacher Education in Washington, DC, invited him to conduct workshops across the country on the use of nonverbal communication in teaching.

At Ohio State, Professor Galloway rose rapidly to full professor, and over the span of more than 20 years, earned international academic fame for his expertise in the subject. He created a class called Theories and Practices of Nonverbal Communication, which became so popular at Ohio State, it attracted both undergraduate and graduate students from across the university. His students came from the colleges of Arts and Sciences, Medicine, Law and more.

More academic accolades were bestowed upon Professor Galloway when he became associate editor, and then editor, of the prestigious journal Theory Into Practice. He later became chair of his department, Educational Policy and Leadership, a role he continued
for six years. He leaves a rich legacy of scholarship that includes many articles in prominent journals.

Professor Galloway retired from Ohio State when the University of North Florida recruited him to be its associate vice president of Academic Affairs. He served in that role and other high-level administrative positions for several years before moving to administration in the College of Education. There, he helped launch the doctoral program and chaired many dissertation committees, with which he had vast experience. He served there for approximately 10 years.

A native of Kentucky, Professor Galloway first earned a bachelor's in drama at the University of Kentucky. He was active in dramatics on campus, appearing in Shakespeare's plays. He even played the Ferris wheel operator in the movie April Love with Pat Boone and Shirley Jones. After earning a master's from the university, he taught sixth grade in the university lab school and directed plays at the high school. He then departed for the University of Florida, where he completed his doctoral dissertation in 1962 on teacher nonverbal communication. From there, he became director of curriculum for the Montgomery School District in Maryland.

On behalf of the entire university community, the Board of Trustees expresses to the family and loved ones of Professor Charles Millard Galloway its deepest sympathy and compassion for their loss. It is directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the board’s heartfelt sympathy and appreciation.

Michael L. Geis

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on December 18, 2020, of Michael Lorenz Geis, Professor Emeritus of Linguistics in the College of Arts and Sciences. He was 82.

Professor Geis, or Mike, as everyone called him, was a long-time faculty member in the Department of Linguistics. He came to Ohio State in 1971 and remained on the faculty, advancing to full professor in 1988. He retired in 1995, at which point he was named a Professor Emeritus.

Oklahoma-born, Professor Geis got into linguistics while an undergraduate at Rice University and went on to do his PhD in Linguistics at the Massachusetts Institute of Technology, then the leading graduate program in Linguistics. He graduated in 1970, writing a dissertation entitled “Adverbial Subordinate Clauses in English.” He took his first teaching position at the University of Illinois and then moved to Ohio State, where he chaired the Department of Linguistics until 1975. Under his leadership, the department gained national prominence, a status it has held ever since.

Professor Geis was a mainstay of the Department of Linguistics’ faculty in syntactic analysis, but by the late 1970s, he moved his research focus in the direction of pragmatics, exploring language in context and studying in particular the ways in which speakers use language to influence others in advertising and in politics. He published a book in 1982 called The Language of Television Advertising (Academic Press) and pioneered an undergraduate course on the language of advertising.

His magnum opus was his 1995 book on Speech Acts and Conversational Interaction (Cambridge University Press), the pinnacle of his work on linguistic meaning in context. In that work, he developed a theory of the interpretation of language as used conversationally, a topic he investigated through various methods, including psycholinguistic experimentation.

On behalf of the entire university community, the Board of Trustees expresses to the family and loved ones of Professor Michael Lorenz Geis its deepest sympathy and compassion for their loss. It is directed that this resolution be inscribed upon the minutes of the Board
of Trustees and that a copy be tendered to his family as an expression of the board’s heartfelt sympathy and appreciation.

David B. Gerber

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on December 15, 2020, of David Braucht Gerber, Professor Emeritus with Ohio State University Extension in the College of Food, Agricultural, and Environmental Sciences. He was 89.

Professor Gerber worked for OSU Extension for 40 years from 1955 to his retirement in 1995. He began as the first Putnam County 4-H agent, then served as Putnam County agriculture agent before becoming the first area Extension agent focusing on swine, starting in 1965. He then served as district Extension specialist from 1984-95. In both roles, Professor Gerber served about 35 counties in southwestern Ohio.

Professor Gerber was very involved with the Saddle and Sirloin Club at Ohio State, serving as advisor to the group for 12 years. He was recognized for volunteer service to the students with Ohio State’s Josephine Sitterle Failer Alumni Award in 1997. He also received Saddle and Sirloin Club recognition as “honorary member” and “uncle;” and he always assisted with the Saddle and Sirloin Club’s food booth at Farm Science Review. Professor Gerber and his family recently established an Ohio State scholarship to recognize Saddle and Sirloin Club leaders.

Professor Gerber believed in education for all ages, and his work included creating the Pork Profits television series with WOSU-TV and WBGU-TV (via Bowling Green State University) for pork producers and consumers. He also recorded videos for 4-H club members and their parents about proper care of pigs, as well as how to fit and show pigs.

Recognized by the agriculture industry for his outstanding work, Professor Gerber was inducted into the Ohio State Fair Hall of Fame in 1991 for his service as a superintendent of the Junior Fair Swine Department for 17 years. He was inducted into the Fayette County Agriculture Hall of Fame in 2016.

For fun, he prepared pork chop meals for the Ohio State football team and the Ohio Stadium press box writers; and he was even known for delivering pork chops to his friends in the C Deck seats. He also shared this culinary talent with Farm Science Review crowds. Besides his pork production expertise and his cooking skills, Professor Gerber also was known for his fruit and vegetable production, exhibiting at the Ohio State Fair, selling produce at farm markets, his love of Ohio State football (and attending bowl games), traveling and photography.

Professor Gerber was an active member of multiple professional organizations, including the American Society of Animal Science, American Society of Agricultural and Biological Engineers, Alpha Gamma Sigma national agricultural fraternity, Gamma Sigma Delta agricultural honor society and Epsilon Sigma Phi for Extension professionals. He also served as president of the Ohio State alumni clubs in Putnam and Fayette counties, and participated in several personal interest organizations. Professor Gerber earned his bachelor’s degree in animal science from Ohio State in 1953 and his master’s degree in animal husbandry and animal science from Ohio State in 1961.

On behalf of the entire university community, the Board of Trustees expresses to the family and loved ones of Professor David Braucht Gerber its deepest sympathy and compassion for their loss. It is directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the board’s heartfelt sympathy and appreciation.

W. Raymond Mills

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on July 23, 2020, of W. Raymond “Ray” Mills, Professor Emeritus of City and
Regional Planning in the Austin E. Knowlton School of Architecture in the College of Engineering. He was 94.

Born in Jonesboro, Arkansas, Professor Mills served in World War II with the U.S. Army. He used the GI Bill to earn degrees from The University of North Carolina at Chapel Hill, Ohio State and the University of Michigan, eventually earning a PhD in sociology with a focus on city planning.

While attending Ohio State, Professor Mills met his future wife, Lois, and they were married within a year. He received his PhD in 1958 and worked for the Chicago Metropolitan Agency for Planning before joining Ohio State’s City and Regional Planning faculty in 1964. Professor Mills taught in the program until his retirement in 1987.

After concluding his long career at Ohio State, Professor Mills enjoyed retirement, designing and building a house addition, and learning as much as he could with Lois by taking part in many Road Scholar programs. Their love of travel allowed them to maintain a presence in all of their daughters’ lives and witness the birth of their five grandchildren.

Professor Mills was concerned about the U.S. trade deficit and developed a presence in the Columbus Dispatch Opinion page as “Reformer Ray.” He was a man of great conviction. Humble and optimistic, opinionated and tenacious, he lived his life with incredible enthusiasm. He will be missed by his family, friends and former colleagues at Ohio State.

Professor Mills is survived by his wife, Lois, daughters Susan Mills Tucker, Melinda (Steve) Rosenberg, and Barbara (Mike) Mills. Survivors also include grandchildren Harper (Britton), Harmony (Brandon), Harrison (Brooke), Amelia, Rachael and great-grandchildren Layne, Liv and Kai.

On behalf of the entire university community, the Board of Trustees expresses to the family and loved ones of Professor W. Raymond Mills its deepest sympathy and compassion for their loss. It is directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the board’s heartfelt sympathy and appreciation.

John E. Morral

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on December 21, 2020, of John Eric Morral, Professor Emeritus of Materials Science and Engineering in the College of Engineering. He was 81.

Professor Morral actively served on the Ohio State faculty from 2003 until he retired in 2012. He had a profound impact on his colleagues, students and the greater metallurgy community during his career at Ohio State and his prior appointments at the University of Connecticut (1971-2003).

He was recruited to Ohio State immediately upon his retirement from the University of Connecticut, after serving 32 years as a faculty member there and as head of the Department of Materials Science and Engineering. He joined Ohio State as the chair of the Department of Materials Science and Engineering and is remembered for being a respectful, kind, innovative and open-minded leader with a penchant for writing and frequently reciting poetry.

Having taught in higher education for 41 years, Professor Morral’s presence in the classroom inspired countless students and colleagues. He taught courses at Ohio State on thermodynamics, phase diagrams and diffusion. One fellow colleague recalled, “I have known no one in my professional career who was so devoted to phase diagrams.” Another faculty member shared that co-teaching several graduate-level thermodynamics classes with Professor Morral remain some of his most cherished experiences.
Professor Morral was a very accomplished research scientist whose interests spanned from interdiffusion on multicomponent alloy systems of applications to coating design and gas-solid reactions. He published hundreds of papers in peer-reviewed journals during his career as a metallurgist and became Editor-in-Chief of the Journal of Phase Equilibria and Diffusion in 2012, a position he maintained until his passing.

He also received many honors for his contributions to the fields of metallurgy and materials science and engineering. Some of his most notable awards and appointments include the Distinguished Scientist/Engineer Award (2012, Materials Processing & Manufacturing Division of TMS), American Competitiveness and Innovation Fellowship (2009, NSF Division of Materials Research), election to the Connecticut Academy of Science and Engineering (2003), Distinguished Alumnus (1995, The Ohio State University, College of Engineering), and Fellow of ASM International (1995).

Professor Morral received his undergraduate and Master of Science degrees in metallurgical engineering from Ohio State, graduating in 1965. He completed his doctoral work at the Massachusetts Institute of Technology, receiving his PhD in 1969.

On behalf of the entire university community, the Board of Trustees expresses to the family and loved ones of Professor John Eric Morral its deepest sympathy and compassion for their loss. It is directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the board’s heartfelt sympathy and appreciation.

Donald K. Myers

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on November 11, 2020, of Donald Karl Myers, Associate Professor Emeritus with Ohio State University Extension in the College of Food, Agricultural, and Environmental Sciences. He was 86.

Professor Myers began his career with OSU Extension in Columbiana County as an associate county agent in 4-H and home economics in August 1956. He became the 4-H agent in July 1958, and then the agriculture agent in October 1959. In October 1965, Professor Myers left Columbiana County to serve Extension in other roles, such as area agent and a state Extension specialist. At times, he held multiple roles with Extension, the Ohio Agricultural Research and Development Center, and the Department of Agronomy. He also served as an instructor and conducted research before retiring from the Department of Agronomy in February 1988.

Professor Myers was devoted to agriculture and those he served in the industry; and they recognized his dedication in return. He was inducted into the Farm Science Review Hall of Fame in 2007, and the Ohio Agricultural Hall of Fame in 2012, for his leadership in forage production. He also received an award of merit in agronomy in 1987 from the Honor Society of Agriculture, Gamma Sigma Delta.

According to the History of the Department of Agronomy: 1905-1993, “Dr. Myers and his collaborators were nationally recognized leaders in the development and utilization of the no-till system of forage and pasture renovation through the incorporation of forage legumes into predominantly grass swards.”

Perhaps one of his former colleagues said it best: “Dr. Myers devoted his outreach career to teaching farmers and others how to produce high-quality forages and to managing pastures for maximum production and quality. Forage is the major feed for the dairy, beef, sheep and equine industries of Ohio. The information Dr. Myers developed provided outstanding support for those industries; and he is also well known in Pennsylvania, West Virginia, Michigan and Kentucky. His animal industry support is without match.”

Professor Myers was an active member of several professional organizations, and in recent years, he served as an agricultural consultant for TMK Farm Service of Bakersville, Ohio.
He earned his bachelor’s degree from Ohio State in 1956, his master’s degree in crop science from Michigan State University in 1966, and his doctoral degree from Ohio State in 1975.

On behalf of the entire university community, the Board of Trustees expresses to the family and loved ones of Professor Donald Karl Myers its deepest sympathy and compassion for their loss. It is directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the board’s heartfelt sympathy and appreciation.

Harry D. Niemczyk

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on December 16, 2020, of Harry D. Niemczyk, Professor Emeritus of Entomology in the College of Food, Agricultural, and Environmental Sciences. He was 91.

Professor Niemczyk joined the Ohio State faculty in 1964 and was based at the Ohio Agricultural Research and Development Center in Wooster, Ohio. He retired in 1992 and remained active as an emeritus faculty member until 2019. He initially worked as the forage crop entomologist developing insect monitoring and management programs for Ohio farmers. In the early 1970s, he began to research insect pests of managed turfgrasses and soon became a leading expert in the field. He is considered by his fellow entomologists as being one of the Founding Fathers of turfgrass entomology.

Professor Niemczyk mentored a graduate student who described the population dynamics of a newly emerged golf course pest – the black turfgrass ataenius – and they developed effective management techniques for this pest. Professor Niemczyk also described the life histories of other important turfgrass pests in Ohio, including the bluegrass billbug, hairy chinch bug and the greenbug aphid. In the 1980s, he established a chemical analytical laboratory to study the mobility and fate of turfgrass insecticides commonly used to manage turfgrass pests. These groundbreaking studies were used to improve the use of insecticides applied to manage turfgrass pests.

In the early 1980s, Professor Niemczyk and a colleague, Professor Hauro Tashiro of Cornell University, established a working group of turfgrass entomologists, and this group met yearly to discuss issues and share research findings. This group continues to meet every other year. He self-published Destructive Turf Insects in 1981, which was the first comprehensive book on the topic. This book was revised in 2000 with Professor David Shetlar.

Professor Niemczyk was very active with all turfgrass managers, nationally and internationally. He was part of the education faculty of the Golf Course Superintendents Association of America where he regularly presented workshops on turfgrass insect pests and best control procedures for various turfgrass pests. He also gave regular scientific updates, more than 300, on turfgrass insects and fate of insecticides to other state, national and international turfgrass organizations.

Professor Niemczyk was on the advisory board and board of directors of the prestigious Musser International Turfgrass Foundation where he reviewed recent PhD graduates in turfgrass science for awards. He also received all three honorary awards presented by the Ohio Turfgrass Foundation: Professional of the Year (1974), Man-of-the-Year (1982) and Honorary Lifetime Member (1993).

On behalf of the entire university community, the Board of Trustees expresses to the family and loved ones of Professor Harry D. Niemczyk its deepest sympathy and compassion for their loss. It is directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the board’s heartfelt sympathy and appreciation.
Richard H. Rapp

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on September 20, 2020, of Richard “Dick” Henry Rapp, Professor Emeritus of Geodetic Science, School of Earth Sciences in the College of Arts and Sciences. He was 83.

Professor Rapp joined the faculty of the Department of Geodetic Science in 1962 and took an early retirement in 1992. He is world-renowned in the field of geodesy, including physical, geometric and satellite geodesy. He developed the first and pioneering series of Earth’s high-resolution gravity field models by incorporating the new geodetic measurements known as satellite altimetry during the 1980s and 90s at Ohio State. He was one of the chief architects for National Geospatial-Intelligence Agency’s (NGA’s) Earth Gravitational Model, EGM, 1996. He set the standards and paved the theoretical and numerical foundations for the developments of the current NGA EGM2008. And his seminal research has contributed to Ohio State’s reputation as the mecca of geodesy in the world.

He also worked on and was involved in scientific research advocating the various National Aeronautics and Space Administration (NASA) and international satellite gravity missions at Ohio State, including proposed missions like GRAVSAT, Geopotential Research Mission (GRM), GRADIO, Aristoteles, TIDES, GAMES and GEOID. His pioneering contribution in global gravity field modeling has led to the highly successful NASA and DLR (German Aerospace Center) Gravity Recovery And Climate Experiment (GRACE); its successor, NASA and GFZ (German Research Centre for Geosciences) GRACE-Follow-On satellite gravimetry missions; and ESA’s GOCE (Gravity field and steady-state Ocean Circulation Explorer) satellite gravitational gradiometer mission.

Professor Rapp was a Fellow of the American Geophysical Union and the International Association of Geodesy (IAG); and Ohio State Distinguished Scholar; an honorary Dr.-Ing. degree awardee from Technische Universität München, and a recipient of numerous other honors from NASA, IAG, the National Academy of Sciences and elsewhere. Measurements from these missions revolutionized Earth and climate sciences, advanced planetary explorations and research, and helped drive the present geospatial industrial revolution.

Professor Rapp’s mentees are among the world’s best experts in geodesy who were – and are – involved in Earth’s static and temporal gravity field modeling with NGA, NASA, NGS, the world’s space, geodetic, surveying and mapping institutes, and other industries. His contributions in geodesy are impeccable, and he positively touched every geodesist and scientist with whom he interacted, including many students and mentees currently working at Ohio State and around the world.

On behalf of the entire university community, the Board of Trustees expresses to the family and loved ones of Professor Richard “Dick” Henry Rapp its deepest sympathy and compassion for their loss. It is directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the board’s heartfelt sympathy and appreciation.

William F. Rohrs

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on December 26, 2020, of William “Bill” Frederick Rohrs, Associate Professor Emeritus with Ohio State University Extension in the College of Food, Agricultural, and Environmental Sciences. He was 86.

Professor Rohrs began working for OSU Extension in 1967 as a 4-H agent in Defiance County. In 1979, he took on the role of agriculture agent in Defiance County before retiring in 1987.

One of his first major tasks as a 4-H agent was improvement of the county fairgrounds. He spent several years advising the local junior fair board and working closely with the senior
fair board and county commissioners to improve the junior fair facilities on the fairgrounds. During his tenure as a 4-H agent, 4-H youth membership increased significantly, and the local United Way and county 4-H program began collaborating on a summer day camp program.

Professor Rohrs was known as an agent who almost always had an answer for his local clients. And if he did not have the answer immediately, he would make sure he figured it out. He helped to create two agricultural groups – Defiance County Pork Producers and the Defiance County Agronomy Club – to help provide structure to the work that both groups of enthusiastic local producers were already conducting. Conservation tillage methods were also a major topic during his years as a county agent.

In a local newspaper article that honored Professor Rohr’s Extension career upon his retirement, he said his favorite part of being an Extension agent was working with people. Professionally, he was a member of the Ohio Cooperative Extension Agents Association, National Association of County Agricultural Agents and the National Association of Extension 4-H Agents. He was recognized for programming by his peers, and he also received a Distinguished Service Award from the National Association of Extension 4-H Agents in 1977.

Before he worked with OSU Extension, Professor Rohrs was a vocational agriculture instructor in the Auglaize Brown Local School District from 1956-67. He had spent six weeks of his student teaching time at the Extension office in Auglaize County, which first introduced him to Extension work. After retiring from OSU Extension, Professor Rohrs served as a coordinator for the Conservation Action Project, an agricultural cooperative in Bowling Green, Ohio, from 1998-2004.

Professor Rohrs earned his bachelor’s degree in agricultural education from Ohio State in 1956 and his master’s degree in education from Michigan State University in 1973.

On behalf of the entire university community, the Board of Trustees expresses to the family and loved ones of Professor William “Bill” Frederick Rohrs its deepest sympathy and compassion for their loss. It is directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the board’s heartfelt sympathy and appreciation.

Roy A. Scott III

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on October 22, 2020, of Roy Albert Scott III, Professor Emeritus of Biochemistry in the College of Arts and Sciences. He was 86.

After graduating from high school in Pennsylvania, Professor Scott attended Wyoming Seminary for one year in preparation for admission to the U.S. Naval Academy. He entered the Naval Academy in 1953 and played on the football team. However, a ruptured appendix derailed his naval and collegiate football careers. The following year, he entered Cornell University where he graduated and then earned his PhD in chemistry. There he met Sonja, who would become his wife of 57 years.

Professor Scott served as an assistant professor in the Department of Chemistry at Cornell before moving to Honolulu, Hawaii, to become an associate professor in the Department of Chemistry at the University of Hawaii. After two years there, he joined Ohio State’s faculty in 1968 and spent the remainder of his career as a Buckeye, until his retirement in 2003.

His research at Ohio State focused on physical biochemistry, particularly the structure and conformation of biological macromolecules and their relationship to biological function. Professor Scott also applied pioneering aspects of computational approaches during his time at Ohio State.
Professor Scott was extremely dedicated to the department's teaching mission as well. Prior to his retirement, he even took on a higher-than-normal teaching load. He taught many courses in physical biochemistry and general biochemistry to science and non-science majors. In addition to teaching, he also published his scientific research with his colleagues at Cornell and Ohio State.

When he was not in the classroom or laboratory, Professor Scott could be found playing a round at Ohio State's Scarlet and Gray golf courses, and attending every Ohio State home football game, rain or shine.

On behalf of the entire university community, the Board of Trustees expresses to the family and loved ones of Professor Roy Albert Scott III its deepest sympathy and compassion for their loss. It is directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the board's heartfelt sympathy and appreciation.

Charles W. Solt

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on October 7, 2020, of Charles “Charlie” William Solt, DDS, Professor Emeritus in the Division of Periodontics in the College of Dentistry. He was 85.

Originally from Bucyrus, Ohio, Dr. Solt earned his DDS degree from Ohio State’s College of Dentistry. He joined the U.S. Army after graduation, serving as a captain at Fort Ord in California. Following his service in the military, Dr. Solt completed his post-graduate training at Tufts University School of Dental Medicine, earning a Master of Science and a certificate in periodontics.

Dr. Solt returned to Ohio State after serving briefly as an assistant professor at Tufts University and became a professor in the Division of Periodontics. During his tenure in Ohio State’s College of Dentistry, Dr. Solt served for five years as the program director for the Advanced Education Program in Periodontics. According to a written historical account of the division, Dr. Solt was “especially well-liked by the graduate students for his excellence in clinical teaching and also his literature review course.”

Dr. Solt also conducted some of the very early work on guided tissue regeneration evaluations. He retired from the College of Dentistry after 35 years of service and was named Professor Emeritus. In 2005, his former students came together to fund the dedication of the Charles Solt Periodontal Library, which is located on the fourth floor of Postle Hall.

He was active in a number of professional dental organizations, including the Ohio Academy of Periodontists, for which he served as president in 1974. He also served as the faculty advisor for the Delta Sigma Delta international dental fraternity for 21 years, and even served as the fraternity’s international president in 1991.

On behalf of the entire university community, the Board of Trustees expresses to the family and loved ones of Dr. Charles “Charlie” William Solt its deepest sympathy and compassion for their loss. It is directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the board’s heartfelt sympathy and appreciation.

Robert E. Treece

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on November 9, 2020, of Robert “Bob” E. Treece, Professor Emeritus in the Department of Entomology in the College of Food, Agricultural, and Environmental Sciences. He was 93.

Professor Treece received his BS (1951) and MS (1953) in applied entomology from Ohio State’s Department of Entomology, and he earned his PhD (1957) from Cornell University
in entomology. Following a short period as an Extension entomologist at Rutgers University, he joined Ohio State in 1958 and served as a faculty member until his retirement in 1991. His research primarily focused on face flies, an important pest of livestock. His research helped manage these flies and improve livestock production for Ohio and the nation. He also improved management of insect pests of cereal and forage crops.

From 1973 until his retirement, Professor Treece served as the Associate Chair of the Department of Entomology, providing leadership and management of its Wooster campus activities. He served as Associate Chair through the period of the merger between the Ohio Agricultural Research and Development Center (OARDC) and Ohio State in 1982.

Professor Treece was a strong supporter of his faculty and the land-grant mission. He was steadfast in providing the support faculty needed for success, whatever that might entail. He was an exceptionally good and active listener and was consistently thoughtful in his responses. He was an excellent mentor and supporter of junior faculty in particular, doing all he could to position them for success, including some that still have active research programs at Ohio State. For example, Professor Treece provided travel funds for a junior faculty member to join an expedition of botanists in Mexico. His generous investment directly resulted in continuous federal funding for the next 15 years. Similarly, equipment requests from junior faculty were rarely turned down by Professor Treece.

He had a soft-spoken and friendly style that was endearing to colleagues. He and his wife, Marge, were known for opening their home to host departmental gatherings, particularly around the holidays. Professor Treece was also a great advocate for graduate students. He was generous with support and was an excellent mentor that provided strong encouragement and sage advice.

Through his kind-hearted and resolute leadership, Professor Treece fostered an atmosphere of collegiality and camaraderie among all members of the department, which fostered the professional development of graduate students. Indeed, three former graduate students returned to Ohio State and continued Professor Treece’s foundation of collaboration and support. Professor Treece exemplified what the College of Food, Agricultural, and Environmental Sciences strongly values – putting students first and working collaboratively to sustain life.

On behalf of the entire university community, the Board of Trustees expresses to the family and loved ones of Professor Robert “Bob” E. Treece its deepest sympathy and compassion for their loss. It is directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the board’s heartfelt sympathy and appreciation.

Lawrence W. Walquist Jr.

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on October 5, 2020, of Lawrence “Larry” W. Walquist Jr., Professor Emeritus of Landscape Architecture in the Austin E. Knowlton School of Architecture in the College of Engineering. He was 91.

Professor Walquist served four years in the U.S. Navy during the Korean War. He attended the University of Illinois at Urbana-Champaign, where he played football and met his future wife, Sharon. He graduated from the University of Illinois in 1957, and then attended the Harvard University Graduate School of Design, receiving his master’s degree in landscape architecture in 1958. After graduating from Harvard, Professor Walquist worked for the landscape design firm of Sasaki Walker & Associates and later had his own firm. In 1969, he took a job with friend and colleague, Edward Durrell Stone Jr., at his firm, EDSA.

During his time with this prestigious firm, Professor Walquist traveled the world designing resorts and golf courses. The Standard Oil Building (now the Aon Center) in Chicago was also a highlight for him. In 1973, Professor Walquist and his family moved to Zagreb, Yugoslavia (now Croatia), to design the Babin Kuk Resort in Dubrovnik on the Adriatic Coast before returning to Florida 14 months later. Deciding on a career change, he moved...
his family to Columbus, Ohio, in 1975 to take a position as a professor at Ohio State, where he taught Landscape Architecture for more than 30 years. He ultimately created the Master of Landscape Architecture degree program, which he chaired for six years.

Professor Walquist retired in 2004; three years later, he became a Fellow of the American Society of Landscape Architects, truly the apex of his career. He continued to use his talents as a consultant for Kinzelman Kline, a local firm made up of his former students, but he spent the majority of his retirement enjoying time with his family.

In 2016, the Lawrence W. Walquist Endowed Scholarship was established to benefit undergraduate students in the Landscape Architecture program. Criteria included a standing at the junior or senior level, leadership as an advocate for landscape architecture and the potential to serve as an inspiration to others in the field. The announcement of the Walquist Scholarship was made at the Landscape Architecture Centennial Celebration by three Knowlton alumni and former students of Professor Walquist, who were the driving force behind the creation of the scholarship.

Keith Myers, FASLA (BSLA ’78), vice president for Planning, Architecture and Real Estate at Ohio State, expressed the value of Professor Walquist's influence on his students: "Your professors have a profound impact on your life and career, and few have had the lasting impact on so many as Larry. His ability to challenge students and instill a light-hearted atmosphere in the studio left a lasting impression on us all."

"It is fitting that we honor Larry’s life-long commitment to teaching through this scholarship fund in light of the significant impact that he has had on so many of us as practitioners and as people," added Brian Kinzelman, FASLA (BSLA ’77), senior principal and co-founder of MKSK. "His rigor as an instructor and his counsel as a friend have been invaluable to us all over the years. He embodies all that is good in this program and profession."

On behalf of the entire university community, the Board of Trustees expresses to the family and loved ones of Professor Lawrence “Larry” W. Walquist Jr. its deepest sympathy and compassion for their loss. It is directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the board’s heartfelt sympathy and appreciation.

***

DISTINGUISHED SERVICE AWARDS

Resolution No. 2021-73

Synopsis: Approval of the Distinguished Service Awards, to be presented in spring 2021, is proposed.

WHEREAS the President’s Cabinet has reviewed and supported the recommendations of the Distinguished Service Awards Committee for Dr. David Harrison, PhD ’00, MBA, and Mr. Fred Ransier, JD ’74; and

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

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves these Distinguished Service Awards for awarding in 2021 as designated above.

(See Appendix XLVIII for background information, page 1318)

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

Resolution No. 2021-74

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 on August 27, 2020:

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 XLIX for background information, page 1319)

***

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

Resolution No. 2021-75

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 November 2019; and

WHEREAS the Wexner Medical Center Board approved and recommended the attached amendments for approval by the University Board of Trustees on February 23, 2021:

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 L for background information, page 1322)

***
BE IT RESOLVED, That the Board of Trustees hereby approves that the ratification of committee appointments for 2021-2022 are as follows:

**Academic Affairs & Student Life:**
- Brent R. Porteus, Chair
- Jeff M.S. Kaplan, Vice Chair
- Abigail S. Wexner
- Elizabeth P. Kessler
- Michael Kiggin
- Elizabeth A. Harsh
- Regina A. Wilkinson
- Carly G. Sobol
- Susan Olesik (faculty member)
- Gary R. Heminger (ex officio)

**Audit, Finance & Investment:**
- John W. Zeiger, Chair
- Cheryl L. Krueger
- Erin P. Hoeflinger
- Lewis Von Thaer
- Jeff M.S. Kaplan
- Michael Kiggin
- Anand Shah
- James D. Klingbeil
- Amy Chronis
- Kent M. Stahl
- Gary R. Heminger (ex officio)

**Legal, Risk & Compliance:**
- Elizabeth P. Kessler, Chair
- Alan A. Stockmeister
- Jeff M.S. Kaplan
- Michael Kiggin
- Elizabeth A. Harsh
- Carly G. Sobol
- Gary R. Heminger (ex officio)

**Master Planning & Facilities:**
- Alexander R. Fischer, Chair
- James D. Klingbeil, Vice Chair
- Brent R. Porteus
- Alan A. Stockmeister
- Elizabeth A. Harsh
- Regina A. Wilkinson
- Carly G. Sobol
- Robert H. Schottenstein
- Gary R. Heminger (ex officio)

**Research, Innovation & Strategic Partnerships:**
- Lewis Von Thaer, Chair
- Erin P. Hoeflinger, Vice Chair
- Cheryl L. Krueger
- Alexander R. Fischer
- Hiroyuki Fujita
- Regina A. Wilkinson
- Anand Shah
- Gary R. Heminger (ex officio)

**Talent, Compensation & Governance:**
- Hiroyuki Fujita, Chair
- Lewis Von Thaer, Vice Chair
- Brent R. Porteus
- Abigail S. Wexner
- Alexander R. Fischer
- John W. Zeiger
- Elizabeth P. Kessler
- Gary R. Heminger (ex officio)

**Wexner Medical Center:**
- Leslie H. Wexner, Chair
- Abigail S. Wexner
- Cheryl L. Krueger
- Hiroyuki Fujita
- **ALAN A. STOCKMEISTER**
- John W. Zeiger
- **ANAND SHAH**
- Michael Papadakis (ex officio, voting)

- Stephen D. Steinour
- Robert H. Schottenstein
- W.G. Jurgensen
- Cindy Hilsheimer
- Gary R. Heminger (ex officio, voting)
- Kristina M. Johnson (ex officio, voting)
- Harold L. Paz (ex officio, voting)
- Bruce A. McPherson (ex officio, voting)

***
PERSONNEL ACTIONS

Resolution No. 2021-77

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 November 19, 2020, meeting of the board, including the following appointments and contract updates:

Appointments

Name: Elizabeth Parkinson  
Title: Senior Vice President for Marketing and Communications  
Unit: Office of the President  
Term: March 22, 2021

Name: Paul N. Patton  
Title: Interim Senior Vice President for Talent, Culture and Human Resources  
Unit: Office of the President  
Term: December 4, 2020

Reappointment

Name: Mark Larmore  
Title: Vice President and Chief Financial Officer  
Unit: Wexner Medical Center  
Term: January 1, 2021

***

REVISON OF THE FACULTY DISCIPLINE PROCESS –  
CHANGES TO THE RULES OF THE UNIVERSITY FACULTY

Resolution No. 2021-78

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 rule 3335-5-04 (“the 04 Rule”) in the Rules of the University Faculty were approved by the University Senate on January 28, 2021:

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 LI for background information, page 1323)

***

REVISION OF THE GRADING POLICIES – CHANGES TO THE RULES OF THE UNIVERSITY FACULTY

Resolution No. 2021-79

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 rule 3335-8-21 (L) in the Rules of the University Faculty were approved by the University Senate on January 28, 2021:

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 LII for background information, page 1357)

***

FACULTY PERSONNEL ACTIONS

Resolution No. 2021-80

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 November 19, 2020, meeting of the board, including the following appointments, appointments/reappointments of chairpersons, faculty professional leaves and emeritus titles:

Appointments
Name: NICOLE P. BERNAL
Title: Professor-Clinical (American Electric Power Foundation Chair in Burn Care)
College: Medicine
Term: March 1, 2021 through June 30, 2025
Name: DELIANG GUO  
Title: Professor (Urban and Shelley Meyer Professorship in Cancer)  
College: Medicine  
Term: March 1, 2021 through June 30, 2025

Name: *AYANNA HOWARD  
Title: Dean (Monte Ahuja Endowed Dean's Chair)  
College: Engineering  
Term: March 1, 2021 through June 30, 2026

Name: RYAN D. KING  
Title: Divisional Dean, Social and Behavioral Sciences  
College: Arts and Sciences  
Term: January 1, 2021 through June 30, 2025

Name: LINDA LOBAO  
Title: Professor (Distinguished Professor-CFAES)  
College: Food, Agricultural, and Environmental Sciences  
Term: January 1, 2021 through December 31, 2026

Name: M. SUSIE WHITTINGTON  
Title: Professor (Distinguished Professor-CFAES)  
College: Food, Agricultural, and Environmental Sciences  
Term: January 1, 2021 through December 31, 2026

Name: AHMED YOUSEF  
Title: Professor (Distinguished Professor-CFAES)  
College: Food, Agricultural, and Environmental Sciences  
Term: January 1, 2021 through December 31, 2026

*New Hire

Reappointments

Name: W.C. BENTON  
Title: Professor (Edwin D. Dodd Professorship in Management)  
College: Fisher College of Business  
Term: September 1, 2021 through August 31, 2026

Name: DAN CHOW  
Title: Professor (Frank E. and Virginia H. Bazler Chair in Business Law)  
College: Moritz College of Law  
Term: November 15, 2020 through November 15, 2025

Name: KATHERINE H. FEDERLE  
Title: Professor (Joseph S. Platt-Porter, Wright, Morris, & Arthur Professorship)  
College: Moritz College of Law  
Term: November 15, 2020 through November 15, 2025
Name: EDWARD FOLEY  
Title: Professor (Charles W. Ebersold and Florence Whitcomb Ebersold Chair)  
College: Moritz College of Law  
Term: November 15, 2020 through November 15, 2025

Name: JOHN FULTON  
Title: Professor (Food, Agricultural and Biological Engineering Professorship)  
College: Food, Agricultural, and Environmental Sciences  
Term: August 16, 2019 through August 15, 2024

Name: LARRY GARVIN  
Title: Professor (Lawrence D. Stanley Professorship in Law)  
College: Moritz College of Law  
Term: November 15, 2020 through November 15, 2025

Name: TIM JUDGE  
Title: Professor (Joseph A. Alutto Chair in Leadership Effectiveness)  
College: Fisher College of Business  
Term: September 1, 2021 through August 31, 2026

Name: RUSTIN M. MOORE  
Title: Dean (Ruth Stanton Chair in Veterinary Medicine)  
College: Veterinary Medicine  
Term: January 1, 2021 through June 30, 2025

Name: PETER SHANE  
Title: Professor (Jacob E. Davis and Jacob E. Davis II Chair in Law)  
College: Moritz College of Law  
Term: November 15, 2020 through November 15, 2025

Name: RIC SIMMONS  
Title: Professor (Chief Justice Thomas J. Moyer Professorship for the Administration of Justice and Rule of Law)  
College: Moritz College of Law  
Term: November 15, 2020 through November 15, 2025

Name: MARC SPINDELMAN  
Title: Professor (Isadore and Ida Topper Professorship in Law)  
College: Moritz College of Law  
Term: November 15, 2020 through November 15, 2025

Appointments/Reappointments of Chairpersons

KRISTI L. WILLIAMS, Interim Chair, Department of Sociology, effective January 1, 2021 through June 30, 2021
SUSAN WILLIAMS, Chair, Department of English, effective January 1, 2021 through June 30, 2024

Faculty Professional Leaves

GREG M. ALLENBY, Professor, Department of Marketing and Logistics, effective Autumn 2021

STANLEY E. BLAKE, Associate Professor, Department of History, effective Autumn 2021

FRANCIS DONOGHUE, Professor, Department of English, change from Autumn 2020 to Spring 2021

CURTIS P. HAUGTVEDT, Associate Professor, Department of Marketing and Logistics, effective Autumn 2021

JOSH D. HAWLEY, Professor, John Glenn College of Public Affairs, effective Spring 2022

GRZEGORZ A. REMPALA, Professor, College of Public Health, change from Spring 2020 to Autumn 2021

XUE WANG, Associate Professor, Department of Accounting and Management Information Systems, effective Spring 2022

ELIZABETH WEISER, Professor, Department of English, effective Autumn 2021

Faculty Professional Leave Cancellations

ANNE E. CAREY, Professor, School of Earth Sciences, cancellation of FPL for Spring 2021

LAUREN SQUIRES, Associate Professor, Department of English, cancellation of FPL for Spring 2021

ROBYN WARHOL, Professor, Department of English, cancellation of FPL for Autumn 2020

KRISTI WILLIAMS, Professor, Department of Sociology, cancellation of FPL for Spring 2021

Emeritus Titles

PETER B. BAKER, III, Department of Pathology, with the title of Professor Emeritus, effective January 9, 2021

ANNE E. CAREY, School of Earth Sciences, with the title of Professor Emeritus, effective January 9, 2021

BERNHARD FISCHER, Department of Germanic Languages and Literatures, with the title of Professor Emeritus, effective June 1, 2020

RICHARD J. FREULER, Department of Engineering Education, with the title of Professor Emeritus-Clinical, effective June 1, 2021

TERRY L. GUSTAFSON, Department of Chemistry and Biochemistry, with the title of Professor Emeritus, effective June 1, 2021
BLAINE W. LILLY, Department of Mechanical and Aerospace Engineering, with the title of Professor Emeritus, effective January 1, 2021

MORTON E. O’KELLY, Department of Geography, with the title of Professor Emeritus, effective January 1, 2021

STEVEN A. SEVERYN, Department of Anesthesiology, with the title of Associate Professor Emeritus-Clinical, effective January 1, 2021

MARK SPLAINGARD, Department of Pediatrics, with the title of Professor Emeritus-Clinical, effective February 23, 2021

VISHWANATH V. SUBRAMANIAM, Department of Mechanical and Aerospace Engineering, with the title of Professor Emeritus, effective January 1, 2021

WILLIAM P. WEISS, Department of Animal Sciences, with the title of Professor Emeritus, effective February 1, 2021

Promotion, Tenure, and Reappointments

COLLEGE OF MEDICINE

REAPPOINTMENT-CORRECTION
Gavrilin, Mikhail, Internal Medicine, July 1, 2020

REAPPOINTMENT
Geng, Liying, Cancer Biology and Genetics, July 1, 2020
Hu, Zhiwei, Surgery, effective July 1, 2020

(See Appendix LIII for background information, page 1360)

***

DEGREES AND CERTIFICATES
Resolution No. 2021-81

Synopsis: Approval of Degrees and Certificates for spring term 2021 is proposed.

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

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

WHEREAS the College of Education and Human Ecology and the Office of Undergraduate Education have recommended that Justice Landers be awarded a Bachelor of Science degree, posthumously; and

WHEREAS the College of Social Work and the Graduate School have recommended that Victoria Strauss be awarded a Master’s in Social Work degree, posthumously:

NOW THEREFORE
BE IT RESOLVED, That the Board of Trustees hereby approves the degrees and certificates to be conferred on May 9, 2021, to those persons who have completed the requirements for their respective degrees and certificates and are recommended by the colleges and schools; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves that Justice Landers be awarded a Bachelor of Science degree and that Victoria Strauss be awarded a Master’s in Social Work degree, posthumously.

(See Appendix LIV for background information, page 1362)

***

HONORARY DEGREES

Resolution No. 2021-82

Synopsis: Approval of the honorary degrees listed below is proposed.

WHEREAS the Committee on Honorary Degrees of the University Senate, pursuant to rule 3335-5-48.8 of the Administrative Code, have approved for recommendation to the Board of Trustees the awarding of honorary degrees as listed below:

David D. Awschalom Doctorate of Science
Robert Bilott Doctorate of Science
Robert Langer Doctorate of Science

NOW THEREFORE

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

(See Appendix LV for background information, page 1477)

***

APPROVAL TO AMEND
FISCAL YEAR 2021 CAPITAL INVESTMENT PLAN

Resolution No. 2021-83

Synopsis: Authorization and acceptance of the Amended Capital Investment Plan for the fiscal year ending June 30, 2021, is proposed.

WHEREAS the university has presented the recommended capital expenditures for the fiscal year ending June 30, 2021; and

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

WHEREAS only those projects outlined in these recommendations will be approved for funding; and
WHEREAS the university's requested state capital budget items were not included in the Capital Investment Plan approved by the Board of Trustees on August 27, 2020; and

WHEREAS Senate Bill 310, which included the state capital budget for fiscal years 2021 and 2022, was effective December 29, 2020; and

WHEREAS the university’s fiscal year 2021 Capital Investment Plan has been amended to include the funding allocated to the university by the State of Ohio for capital projects:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the Capital Investment Plan for the fiscal year ending June 30, 2021, as described in the accompanying documents, be amended; and

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

(See Appendix LVI for background information, page 1485)

***

APPROVAL OF AMENDED OHIO STATE ENERGY PARTNERS UTILITY SYSTEM CAPITAL IMPROVEMENT PROJECTS FOR FY2021

Resolution No. 2021-84

APPROVAL TO CONSTRUCT UTILITY SYSTEM EXPANSION AND ENERGY CONSERVATION MEASURE PROJECTS

New Hospital – Utility Infrastructure 49-20-EXP
West Campus Gas Infrastructure 88-21-EXP
SCCCP HRC #1 – Part 2: New hospital connection – 96-21-ECM

Synopsis: Approval of the amended Ohio State Energy Partners LLC fiscal year 2021 capital improvement plan and authorization for Ohio State Energy Partners LLC to make capital improvements to the utility system pursuant to the terms of the First Amended and Restated Long-Term Lease and Concession Agreement for The Ohio State University Utility System dated July 20, 2018, and as amended (the “Agreement”), is proposed.

WHEREAS the Agreement requires Ohio State Energy Partners LLC (“OSEP”) to annually submit a plan for utility system Capital Improvement Projects (“OSEP CIP”) for university approval; and

WHEREAS the OSEP CIP for the fiscal year beginning July 1, 2020, was approved by the Board of Trustees on August 27, 2020; and

WHEREAS the full construction costs of the projects listed above were not known at the time the OSEP CIP was approved; and
WHEREAS the plan includes requested approval of these utility system capital improvement projects for the fiscal year beginning July 1, 2020; and

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

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

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

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

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

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

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the fiscal year 2021 OSEP CIP be amended as outlined in the attached materials; and

BE IT FURTHER RESOLVED, That the Board of Trustees authorizes Ohio State Energy Partners LLC to proceed with the amended fiscal year 2021 capital improvements to the utility system as outlined in the attached materials.

(See Appendix LVII for background information, page 1486)

***

APPROVAL TO ENTER INTO/INCREASE PROFESSIONAL SERVICES AND CONSTRUCTION CONTRACTS

Resolution No. 2021-85

APPROVAL TO ENTER INTO/INCREASE PROFESSIONAL SERVICES AND CONSTRUCTION CONTRACTS

Biomedical and Materials Engineering Complex Phase 2
Elevator Safety Repairs and Replacements
James - Halcyon Linear Accelerator
Newton Hall Facility Improvements
North Residential – HVAC Modifications Phase 2
Roof Repair and Replacement
Vet Med Equine Performance Evaluation Arena
West Campus Infrastructure Phase 1
APPROVAL TO ENTER INTO/INCREASE CONSTRUCTION CONTRACTS
Arts District
Martha Morehouse Facility Improvements

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

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

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Prof. Serv. Approval Requested</th>
<th>Construction Approval Requested</th>
<th>Total Requested</th>
<th>Source Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Biomedical and Materials Engineering Complex Phase 2</td>
<td>$9.6M</td>
<td>$4.0M</td>
<td>$13.6M</td>
<td>State Funds</td>
</tr>
<tr>
<td>Elevator Safety Repairs and Replacements</td>
<td>$0.8M</td>
<td>$4.1M</td>
<td>$4.9M</td>
<td>State Funds</td>
</tr>
<tr>
<td>James – Halcyon Linear Accelerator</td>
<td>$0.2M</td>
<td>$5.7M</td>
<td>$5.9M</td>
<td>Auxiliary Funds</td>
</tr>
<tr>
<td>Newton Hall Facility Improvements</td>
<td>$0.03M</td>
<td>$1.1M</td>
<td>$1.13M</td>
<td>University Debt Fundraising University Funds State Funds</td>
</tr>
<tr>
<td>North Residential – HVAC Modifications Phase 2</td>
<td>$1.2M</td>
<td>$15.5M</td>
<td>$16.7M</td>
<td>Auxiliary Funds</td>
</tr>
<tr>
<td>Roof Repair and Replacement</td>
<td>$0.7M</td>
<td>$4.1M</td>
<td>$4.8M</td>
<td>State Funds</td>
</tr>
<tr>
<td>Vet Med – Equine Performance Evaluation Arena</td>
<td>$0.5M</td>
<td>$4.8M</td>
<td>$5.3M</td>
<td>Fundraising University Funds Partner Funds</td>
</tr>
<tr>
<td>West Campus Infrastructure Phase 1</td>
<td>$0.3M</td>
<td>$5.5M</td>
<td>$5.8M</td>
<td>University Funds Auxiliary Funds Partner Funds</td>
</tr>
</tbody>
</table>
WHEREAS in accordance with the attached materials, the university desires to enter into/increase construction contracts for the following projects; and

<table>
<thead>
<tr>
<th>Project</th>
<th>Construction Approval Requested</th>
<th>Total Requested</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arts District</td>
<td>$3.5M</td>
<td>$3.5M</td>
</tr>
<tr>
<td>Martha Morehouse Facility Improvements</td>
<td>$37.0M</td>
<td>$37.0M</td>
</tr>
</tbody>
</table>

WHEREAS the Capital Investment Plan (CIP) outlines capital projects recommended for funding and was approved by the Board of Trustees on August 27, 2020; and

WHEREAS a proposed amendment to the CIP is being presented to the Board of Trustees for approval on February 25, 2021, to include funding received from the State of Ohio as a part of Senate Bill 310; and

WHEREAS the Biomedical and Materials Engineering Complex Phase 2, Elevator Safety Repairs and Replacements, and Roof Repair and Replacement projects are included in the proposed amended CIP, and approval for professional services and construction is needed to advance these critical deferred maintenance projects; and

WHEREAS approval for professional services and construction for the North Residential – HVAC Modifications Phase 2 is based on a negotiated resolution with the design builder to correct HVAC deficiencies; and

WHEREAS approval for professional services and construction for the Vet Med Equine Arena and an increase to construction for the Arts District is needed to advance strategically important projects; 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 Audit, Finance and Investment 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 2021 Capital Investment Plan be amended to include professional services and construction for North Residential – HVAC Modifications, the Vet Med Equine Arena and an increase for the Arts District; and
BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves that the President and/or Senior Vice President for Business & 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 LVIII for background information, page 1488)

***

APPROVAL FOR SALE OF REAL PROPERTY

Resolution No. 2021-86

0.48 +/- ACRES ON FREDERICKSBURG ROAD,
WOOSTER, WAYNE COUNTY, OHIO

Synopsis: Authorization to sell real property located on Fredericksburg Road, Wooster, Wayne County, Ohio, is proposed.

WHEREAS The Ohio State University seeks to sell approximately 0.48 acres of real property located along Fredericksburg Road in Wooster, Ohio, which is part of an approximately 145-acre tract known as the CFAES Schaffter Research Farm; and

WHEREAS the property is deemed excess, and sale of the property will not affect the CFAES Schaffter Research Farm operations:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the sale of the above referenced property; and

BE IT FURTHER RESOLVED, That the President and/or Senior Vice Presidents for Business & Finance and Administration & Planning be authorized to take any action required to effect the sale of the above referenced property upon terms and conditions deemed to be in the best interest of the university and at a purchase price determined to be the fair market value of the property.

(See Appendix LIX for background information, page 1498)

***

APPROVAL FOR A PERPETUAL EASEMENT AMENDMENT

Resolution No. 2021-87

2.414 ACRES ON CANNON DRIVE,
COLUMBUS, FRANKLIN COUNTY, OHIO

Synopsis: Authorization to amend an existing City of Columbus perpetual sanitary sewer easement located along Cannon Drive, Columbus, Franklin County, Ohio, is proposed.
WHEREAS The Ohio State University seeks to amend an existing perpetual sanitary sewer easement held by the City of Columbus; and

WHEREAS the amendment is needed to support a university construction project, which will relocate a portion of the sanitary sewer line:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the above referenced perpetual sanitary sewer easement amendment; and

BE IT FURTHER RESOLVED, That the President and/or Senior Vice Presidents for Business & Finance and Administration & Planning be authorized to take any action required to effect the perpetual sanitary sewer easement amendment upon such terms and conditions deemed to be in the best interest of the university.

(See Appendix LX for background information, page 1500)

***

APPROVAL OF A MASTER EQUIPMENT LEASE
Resolution No. 2021-88

Synopsis: Authorization of the acquisition of Apple iPads and tools either through an equipment financing agreement or cash purchase, or a combination thereof, is proposed.

WHEREAS the university has committed to a student-success initiative that will help provide universal access to a common set of learning technologies; and

WHEREAS new first-year students who commenced studies in autumn of the past three years at the Columbus or regional campuses each received an Apple iPad with certain tools as well as certain software, AppleCare + warranty protection and apps to support learning and life at the university; and

WHEREAS the university has continued to evaluate the effectiveness of the deployment of such Apple iPads in achieving its student-success initiative and proposes to continue such initiative in Autumn 2021; and

WHEREAS the university financed the cost of substantially all of the Apple iPads for prior incoming first-year students by entering into a Master Lease Agreement with Apple Inc., dated as of April 2018, as amended (the “Apple Lease”) and additional schedules thereto; and

WHEREAS for incoming first-year students who commence studies in Autumn 2021, the university proposes to acquire the Apple iPads, tools and warranty protection (the “Equipment”) for an aggregate amount not to exceed $11,700,000 either through additional schedules to the Apple Lease or an existing master equipment lease (the “Equipment Lease Schedules”), an equipment lease with a new third-party financing entity (the “Equipment Lease” and together with the “Equipment Lease Schedules,” the “Equipment Financing Agreement”), a cash purchase, or any combination thereof; and

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WHEREAS the university expects that any Equipment Financing Agreement will provide for four (4) annual lease payments at a competitive market interest rate; and

WHEREAS the Audit, Finance & Investment Committee has determined that it is in the best interests of the university to acquire the Equipment either through an Equipment Financing Agreement or a cash purchase, or any combination thereof:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees has determined it is in the best interests of the university to acquire the Equipment either through an Equipment Financing Agreement or a cash purchase, or any combination thereof, and if the acquisition is in whole or in part through an Equipment Financing Agreement, to enter into the Equipment Financing Agreement and to perform the obligations arising thereunder, including the university’s obligation to make the lease payments; and

BE IT FURTHER RESOLVED, That the board hereby authorizes the university to acquire the Equipment for an aggregate amount not to exceed $11,700,000 either through an Equipment Financing Agreement or a cash purchase, or any combination thereof, and if the acquisition is in whole or in part through an Equipment Financing Agreement, to enter into the Equipment Financing Agreement on the terms contemplated above, and in any case, to enter into any other documents that the President and/or Senior Vice President for Business & Finance (each an “Authorized Officer”), or either of them, deems necessary, advisable or appropriate in connection with the acquisition of the Equipment, such Authorized Officer’s execution thereof to be conclusive evidence of such approval and determination of the necessity, advisability or appropriateness thereof (the “Related Agreements”); and

BE IT FURTHER RESOLVED, That the Board hereby authorizes and directs the Authorized Officers, or either of them, to negotiate, execute and deliver the Equipment Financing Agreement, if applicable, and any Related Agreements on such terms as any Authorized Officer deems necessary, advisable or appropriate, with such Authorized Officer’s execution thereof to be conclusive evidence of such approval and determination of the necessity, advisability or appropriateness thereof and to take such actions as any Authorized Officer deems necessary, advisable or appropriate to perform the Equipment Financing Agreement, if applicable, and Related Agreements, with such Authorized Officer’s taking of such action to be conclusive evidence of such approval and determination of the necessity, advisability or appropriateness thereof; and

BE IT FURTHER RESOLVED, That it is found and determined that all formal actions of this board concerning and relating to the adoption of this resolution were adopted in an open meeting of this board and that all deliberations of this board and of any of its committees that resulted in such formal action were in meetings open to the public, in compliance with all legal requirements including Section 121.22 of the Ohio Revised Code; and

BE IT FURTHER RESOLVED, That this resolution shall take effect and be in force immediately upon its adoption.

(See Appendix LXI for background information, page 1502)

***
AUTHORIZATION TO APPROVE ATHLETIC PRICES AND FEES

Resolution No. 2021-89

Synopsis: Approval of football ticket prices for fiscal years 2022 and 2023, men’s basketball ticket prices for fiscal year 2022, and golf course membership dues and fees for calendar year 2021, at the recommended levels, is proposed.

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

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

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

WHEREAS the Athletic Council has approved football and men’s basketball 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 years 2022 and 2023, men’s basketball tickets for fiscal year 2022, and golf course membership dues and fees for calendar year 2021.

(See Appendix LXII for background information, page 1504)

***

UNIVERSITY FOUNDATION REPORT

Resolution No. 2021-90

Synopsis: Approval of the University Foundation Report as of December 31, 2020, is proposed.

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

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

WHEREAS this report includes: (i) the establishment of one (1) endowed chair: the Bob Frick Research Chair in Heart Failure and Arrhythmia; one (1) endowed professorship: the Urban and Shelley Meyer Professorship in Cancer; and forty-eight (48) additional named endowed funds; (ii) the revision of ten (10) named endowed funds; and the closure of two (2) named endowed funds:

NOW THEREFORE
BE IT RESOLVED, That the Board of Trustees hereby approves The Ohio State University Foundation Report as of December 31, 2020. (See Appendix LXIII for background information, page 1507)

***

NAMING OF THE RINEY FAMILY MYELOMA CENTER FOR ADVANCED RESEARCH EXCELLENCE

Resolution No. 2021-91

IN THE OHIO STATE UNIVERSITY COMPREHENSIVE CANCER CENTER

Synopsis: Approval for the naming of the Myeloma Center for Advanced Research Excellence, within the Drug Development Institute (DDI), is proposed.

WHEREAS the DDI employs a combination of targeted investments, strategic management and cutting-edge drug development resources to drive projects from discovery through early drug development, thus creating high-value new drug candidates; and

WHEREAS the Myeloma Center for Advanced Research Excellence will support the acceleration of multiple myeloma-focused drug discovery and development projects at Ohio State as well as myeloma patient cell line characterization with data supporting the establishment of a multi-institutional comprehensive myeloma database; and

WHEREAS the Paula & Rodger Riney Foundation provided significant support to the OSUCCC; and

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

NOW THEREFORE

BE IT RESOLVED, That in acknowledgement of the Paula & Rodger Riney Foundation’s philanthropic support, the Board of Trustees hereby approves, in accordance with paragraph (D) of rule 3335-1-08 of the Ohio Administrative Code, and in accordance with the terms of the Gift Agreement dated November 19, 2020, that the Myeloma Center for Advanced Research Excellence be named the Riney Family Myeloma Center for Advanced Research Excellence.

***

NAMING OF THE MARGARET “PEGGY” WARREN WELCOME AREA

Resolution No. 2021-92

IN THE ALBER STUDENT CENTER AT OHIO STATE MARION

Synopsis: Approval for the naming of the administrative space and reception area located in the Alber Student Center at 1463 Mt. Vernon Avenue in Marion, Ohio, is proposed.
WHEREAS Ohio State Marion’s culture of caring aims to provide facilities where students can meet, unwind, recreate, share experiences and learn leadership skills as members of student organizations; and

WHEREAS the renovated student center provides students with a new café and dining area, an expanded and upgraded fitness area, and a multipurpose room and lounge for new student programs and meetings; and

WHEREAS Dave Claborn has provided significant support to The Ohio State University at Marion in memory of Margaret “Peggy” Warren; and

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

NOW THEREFORE

BE IT RESOLVED, That in acknowledgement of Dave Claborn’s philanthropic support, the Board of Trustees hereby approves, in accordance with paragraph (D) of rule 3335-1-08 of the Ohio Administrative Code, that for the life of the physical facility the aforementioned space be named The Margaret “Peggy” Warren Welcome Area.

***

NAMING OF THE BARBARA KUNZ DISTELHORST DEMONSTRATION KITCHEN

Resolution No. 2021-93

Synopsis: Approval for the naming of the demonstration kitchen in the Kunz-Brundige Franklin County Extension Building, located at 2548 Carmack Road, is proposed.

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

WHEREAS the Kunz-Brundige Franklin County Extension Building puts cutting-edge research at the Extension office’s front door, thus engaging the community in demonstration gardens, large urban farm enterprises, nutrition kitchens and day camps; and

WHEREAS Neil Distelhorst has provided significant contributions to the College of Food, Agricultural, and Environmental Sciences in memory of his wife, Barbara Kunz Distelhorst; and

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

NOW THEREFORE

BE IT RESOLVED, That in acknowledgement of Neil Distelhorst’s philanthropic support, the Board of Trustees hereby approves, in accordance with paragraph (D) of rule 3335-1-08 of the Ohio Administrative Code, that for the life of the physical facility the aforementioned space be named the Barbara Kunz Distelhorst Demonstration Kitchen.

***
NAMING OF THE EDWIN AND HELEN HOLTER MEMORIAL GARDENER’S LAB

Resolution No. 2021-94

IN THE KUNZ-BRUNDIGE FRANKLIN COUNTY EXTENSION BUILDING

Synopsis: Approval for the naming of the gardener’s lab in the Kunz-Brundige Franklin County Extension Building, located at 2548 Carmack Road, is proposed.

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

WHEREAS the Kunz-Brundige Franklin County Extension Building puts cutting-edge research at the Extension office’s front door, thus engaging the community in demonstration gardens, large urban farm enterprises, nutrition kitchens and day camps; and

WHEREAS Sharla House has provided significant contributions to the College of Food, Agricultural, and Environmental Sciences in memory of her parents, Edwin and Helen Holter; and

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

NOW THEREFORE

BE IT RESOLVED, That in acknowledgement of Sharla House’s philanthropic support, the Board of Trustees hereby approves, in accordance with paragraph (D) of rule 3335-1-08 of the Ohio Administrative Code, that for the life of the physical facility the aforementioned space be named The Edwin and Helen Holter Memorial Gardener’s Lab.

***

NAMING OF INTERNAL SPACES

Resolution No. 2021-95

IN THE WOSU PUBLIC MEDIA HEADQUARTERS

Synopsis: Approval for the naming of internal spaces to be located in the new WOSU Public Media Headquarters, at the corner of East 14th Avenue and Pearl Alley, is proposed.

WHEREAS since its first broadcast in 1920, WOSU Public Media has delivered engaging local and global news and public affairs programming, provided front-row access to musical performances, and inspired central Ohio citizens through lifelong learning experiences; and

WHEREAS with state-of-the-art facilities, the new headquarters will enable WOSU to expand and enhance its programming for the more than two million citizens it reaches through television, radio, digital and its WOSU Classroom services; and

WHEREAS the donors listed below have provided significant support to WOSU; and
WHEREAS the naming has been reviewed according to the approval process outlined in the Naming of University Spaces and Entities policy:

NOW THEREFORE

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

- L Brands Foundation Television Studio A (007)
- ENGIE-Axium Edit Suite (010)
- Linda and Frank Kass Television Studio B (017)
- WOSU Public Media Staff Media Library (020)
- Sandy and Andy Ross Community Studio (109)
- American Electric Power Foundation Community Piazza (110)
- Tom Rieland Control Room (111)
- Lynne Aronson and Bill Schiffman Green Room (118)
- Ingram-White Castle Foundation Collaboration Space (200A)
- The Lazarus Family Conference Room (206)
- Marilyn and Clark Pritchett Family Break Room (208)
- Gloria and Dale Heydlauff Production Studio (211)
- Joanne and David Frantz Production Studio (212)
- The Columbus Foundation Performance Studio - Audio (213)
- Ralph DeStefano Production Studio (217)
- Thomas and Nancy Lurie Production Studio (220)
- Karen and Ron Ickes Conference Room (227)
- Messer Construction Co. Break Room (307)
- Fred Andrle Conference Room (310)
- Robert and Bailey Sorton Edit Suite (315)
- Shiloh and Dimitor Todorov Edit Suite (316)
- Phyllis Kile Edit Suite (319)
- Bill and Jane Miller Edit Suite (320)
- Jeffery Olson and Michael Schmidt Edit Suite (321)
- Margaret and Jerome Cunningham Edit Suite (323)
- Aminah Robinson Edit Suite (324)
- Crane Group and Family Conference Room (325)
- Dana and Paul Navin Huddle Room (326)
- Anne Powell Riley Huddle Room (327)
- Mary and Tom Katzenmeyer Audio Edit Suite (328)
- Mary Alice Akins, Laura Baker and Mike Meadows Phone Booth (414)
- Jane Werum Huddle Room (417)
- Debra and Fred Hadley Huddle Room (418)
- Christine and Neil Mortine Huddle Room (419)
- State Auto Insurance Companies Conference Room (422)
- Tom and Ann DiMarco Family Outdoor Terrace

***
NAMING OF INTERNAL SPACES  
Resolution No. 2021-96
In Postle Hall

Synopsis: Approval for the naming of internal spaces in Postle Hall, located at 305 West 12th Avenue, is proposed.

WHEREAS for more than 125 years, the College of Dentistry has embraced its public purpose of educating exceptionally capable and compassionate dentists, providing care to patients, conducting research at the forefront of dentistry and oral health, and serving the community; and

WHEREAS the transformative renovation of Postle Hall includes high-tech classrooms, simulation laboratories, student practice space, and surgery clinics to expand the college's position as a national leader in dental education, research and patient care; and

WHEREAS the donors listed below have provided significant contributions to support the College of Dentistry; and

- Dr. Chad Ollom & Dr. Stephanie Ollom
- Susan D. Stalnaker, DDS
- Dr. Erick Hrabowy & Mrs. Monica Hrabowy
- OSU College of Dentistry Dental Alumni Society
- Dr. Bob Whitley & Mrs. Margaret Whitley

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

NOW THEREFORE

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

- Dr. Chad Ollom & Dr. Stephanie Ollom Student Clinic Operatory (Room 3319-02)
- Susan D. Stalnaker, DDS Student Clinic Director's Office (Room 3319-A)
- Dr. Erik Hrabowy & Monica Hrabowy Student Clinic Operatory (Room 3324-05)
- College of Dentistry Dental Alumni Society Student Clinic Director's Office (Room 3325-A)
- Dr. Bob Whitley & Mrs. Margaret Whitley Student Clinic Operatory (Room 4308-05)

***
NAMING OF INTERNAL SPACES
Resolution No. 2021-97

IN THE OPTOMETRY CLINIC AND HEALTH SCIENCES FACULTY OFFICE BUILDING

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

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

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

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

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

- Thomas Nagy
- Christopher Smiley

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

NOW THEREFORE

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

- Philip M. Wing, OD Contact Lens Service Exam Room (3033)
- Christopher A. Smiley, OD Contact Lens Service Exam Room (3034)

***

NAMING OF THE BILL WELLS BASEBALL TEAM SUITE
IN BILL DAVIS STADIUM
Resolution No. 2021-98

Synopsis: Approval for the honorific naming of the performance suite in Bill Davis Stadium, located at 560 Borror Drive, is proposed.

WHEREAS Bill Davis Stadium is home to Ohio State Baseball; and
WHEREAS renovation of the baseball stadium includes an updated player locker room, student-athlete lounge, coaches’ meeting spaces and a recruiting lobby, in addition to overall improvement in the general circulation and flow within the space; and

WHEREAS in honor of the collective philanthropic support to Ohio State Athletics from Bill Wells and the William H. Davis, Dorothy M. Davis and William C. Davis Foundation as well as Bill’s leadership and volunteerism at the university; and

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

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves, in accordance with paragraph (D) of rule 3335-1-08 of the Ohio Administrative Code, that for the life of the physical facility the aforementioned space be named the Bill Wells Baseball Team Suite.

***

NAMING OF THE RALPH ROGAN EQUINE PERFORMANCE EVALUATION ARENA

Resolution No. 2021-99

At the Galbreath Equine Center

Synopsis: Approval for the naming of the equine performance evaluation arena at the Galbreath Equine Center, located at 685 Vernon L. Tharp Street, part of the Veterinary Medical Center, is proposed.

WHEREAS equine sports medicine and performance evaluation at Ohio State is historically linked to the university’s land-grant mission to serve agriculture, but has fully embraced serving horses and horsemen in all facets of the equine industry using modern medicine, research and technology; and

WHEREAS the College of Veterinary Medicine plans to build an equine performance evaluation arena as a multipurpose space for equine lameness evaluation to help diagnose and treat performance problems in equine athletes and to fill a critical gap in diagnosis, therapy and rehabilitation; and

WHEREAS Beth Jones has provided significant contributions to the College of Veterinary Medicine; and

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

NOW THEREFORE

BE IT RESOLVED, That in acknowledgment of Beth Jones’ philanthropic support, the Board of Trustees hereby approves, in accordance with paragraph (D) of rule 3335-1-08 of the Ohio Administrative Code, that for the life of the physical facility the aforementioned space be named The Ralph Rogan Equine Performance Evaluation Arena.
NAMING OF WILLIE J. YOUNG, SR. OFF-CAMPUS AND COMMUTER STUDENT ENGAGEMENT DEPARTMENT

Resolution No. 2021-100

IN THE OFFICE OF STUDENT LIFE

Synopsis: Approval for the naming of the Off-Campus and Commuter Student Engagement Department within the Office of Student Life is proposed.

WHEREAS Willie J. Young, Sr. joined the Office of Student Life in 1990, and served as the director of off-campus and commuter student services beginning in 1998; and

WHEREAS under Willie Young’s leadership the unit created many significant programs aimed at building community, enhancing safety, inspiring engagement and supporting the academic success of commuter students and those who live in the neighborhoods near campus; and

WHEREAS Willie Young is recognized for a truly extraordinary career-long impact on students, alumni, staff and community partners; and

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

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves, in accordance with paragraph (D) of rule 3335-1-08 of the Ohio Administrative Code, that the aforementioned department be named Willie J. Young, Sr. Off-Campus and Commuter Student Engagement Department.

Dr. Johnson:

These resolutions are now before the board for consideration and approval. Thank you.

Mr. Heminger:

Thank you, President Johnson. We will now hold two roll-call votes. First, we will vote on items number 13, 14 and 24 — the “Approval of the Amended Ohio State Energy Partners Utility System Capital Improvement Projects for FY21,” the “Approval to Enter Into and Increase Professional Services and Construction Contracts,” and “The Naming of Internal Spaces in the WOSU Public Media Headquarters.” Please note that Mrs. Wexner, Mr. Von Thaer and Mr. Kaplan have all been advised to abstain.

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

    Motion carries.

Mr. Heminger:

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

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

Ms. Eveland:

    Motion carries.

Mr. Heminger:

    Thank you everyone. The next meetings of the Board of Trustees and its committees will take place May 18 through May 20. Is there any further business to come before the board at this time?

    Hearing none, this meeting is adjourned. Thank you very much for your attendance.

The meeting adjourned at 1:02 p.m.

Attest:

[Signatures]

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

February 23, 2021 - Wexner Medical Center Board Meeting

**Voting Members Present by Zoom Virtual Meeting:**

Leslie H. Wexner  
Abigail S. Wexner  
Cheryl L. Krueger  
Hiroyuki Fujita  
John W. Zeiger  
Stephen D. Steinour  
Robert H. Schottenstein  
W.G. "Jerry" Jurgensen  
Cindy Hilsheimer  
Gary R. Heminger (ex officio)

Kristina M. Johnson (ex officio)  
Harold L. Paz (ex officio)  
Bruce A. McPherson (ex officio)  
Michael Papadakis (ex officio)

**Members Absent:**

N/A

**PUBLIC SESSION**

The Wexner Medical Center Board convened for its 37th meeting on Wednesday, February 23, 2021, virtually over Zoom. Board Secretary Jessica A. Eveland called the meeting to order at 1:00 p.m.

**Item for Action**

1. **Approval of Minutes:** No changes were requested to the November 18, 2020, meeting minutes; therefore, a formal vote was not required, and the minutes were considered approved.

**Items for Discussion**

2. **Chancellor’s Report:** Dr. Harold Paz began his report with a moment of silence for those whose lives have been lost during the COVID-19 pandemic. The day prior to the board meeting, the United States hit a grim milestone with more than 500,000 deaths as a result of the pandemic.

Dr. Paz continued his report by sharing significant achievements that had occurred around the Wexner Medical Center since the board’s November meeting. *Forbes* recognized the Wexner Medical Center as No. 14 out of 500 employers nationally on its 2021 list of “America’s Best Large Employers,” ahead of such employers as Netflix, Microsoft and the University of Michigan. The medical center ranked second in the nation on this list among health systems, behind only the Mayo Clinic. This recognition indicates that not only does the medical center have an exceptional depth and breadth of talent, but its employees also feel supported and would recommend the medical center as a top place to work.

Dr. Paz also congratulated Daniel Lesman, a College of Medicine student in biomedical science, who was named a Rhodes Scholar in November. This honor marked the first time Ohio State has had a student earn a Rhodes in three consecutive years. The university has had nine Rhodes Scholars total.

The Blue Ridge Institute for Medical Research released its 2020 rankings – a compilation of National Institutes of Health (NIH) rankings for U.S. medical schools. In 2020, in spite of the pandemic, our direct NIH funding increased by 16% to reach $160.2 million, which is a record for the College of Medicine. We have two top-10 programs and a total of four top-20 programs in the nation, highlighted by our Department of Surgery, which ranked No. 4 in the nation. We ranked No. 39 overall, which was a jump of nine spots in just two years. Additionally, the College of Nursing earned its highest NIH funding ever, rising to No. 13 in the country, up from No. 16 the year prior.
Items for Discussion (continued)

The Centers for Disease Control and Prevention recognized Ohio State with its Million Hearts designation. Million Hearts is a national, federal initiative to prevent 1 million heart attacks and strokes within five years. We are the first health system in the Midwest and one of just four in the nation to receive this honor. Dr. Paz thanked College of Nursing Dean Bernadette Melnyk for her leadership in spearheading this initiative with leaders across the medical center to develop innovative, evidence-based programs, such as a free online interprofessional education module that has been implemented in all 50 states, as well as the Ask a Buckeye Nurse program that provides heart healthy education in local barber shops.

Dr. Paz noted that our response to COVID-19 has been driven by our commitment as a land-grant institution to share our knowledge and expertise in order to keep our communities as safe and healthy as possible. And Ohio State is at the forefront of the global pandemic response. Dr. Paz shared that the media coverage from our vaccine distribution launch alone led to more than 2,100 positive media stories around the world, with a combined audience of 2.1 billion individuals. Dr. Paz thanked the entire team that was charged with coordinating our COVID-19 vaccination distribution at the Schottenstein Center – specifically Ryan Haley and Crystal Tubbs, who have provided extraordinary leadership to a large group of faculty, staff and volunteers. He also thanked the exceptional team of Buckeyes who care for our patients every day, as well as the community members and local businesses who have donated countless meals and more than $1.9 million since the start of the pandemic to directly support the wellbeing of our healthcare workers on the frontlines. He then closed his report by sharing a video that highlighted the team’s dedication and achievements. As Buckeyes, we have continued to rise to the occasion and meet every challenge that this pandemic has thrown our way.

3. COVID-19 Report: Dr. Peter Mohler, chief scientific officer; Elizabeth Seely, chief administrative officer; and Dr. Andrew Thomas, chief clinical officer; gave an overview of the Wexner Medical Center’s COVID-19 research and innovation efforts, clinical testing efforts that have resulted in nearly 500,000 tests so far, the vaccination program at the Schottenstein Center, and more details on the innovative monoclonal antibody treatment protocol for COVID-19 patients.

Ohio State is truly a leader in its trials for therapeutics that are now being used in clinics, and also in research that identified two new viral strains in the United States. These newly identified strains pose significant health risks related to increased infectivity, and the medical center is testing the impact of current therapeutics on these new strains. The first vaccination in Ohio took place at the Wexner Medical Center on December 14, 2020. As of February 11, 2021, a total of 45,626 doses had been administered. The Schottenstein Center opened its vaccination site to the public on January 19.

Also as of February 11, the medical center had infused 1,200 patients with monoclonal antibody treatments (Bamlanivimab and Regeneron), with the first infusion at the medical center taking place on November 18, 2020. The advantage of this treatment is that it helps to greatly reduce the risks for patients who are at high-risk for severe disease and hospitalization.

(See Attachment XLII for background information, page 1062)

4. James Cancer Hospital Report: Dr. William Farrar, CEO of the James Cancer Hospital, touched on how the pandemic negatively impacted cancer screenings and treatments in 2020, which can lead to worse outcomes and delayed diagnosis. In the U.S., studies have found that an estimated 22 million cancer screenings were cancelled or missed between March and June of 2020, and 35 percent of American adults missed a scheduled cancer screening during the pandemic. To address this concerning issue, the James has started a marketing campaign to promote cancer prevention and screenings across the region and state. The James has also joined 75 other cancer centers across the country to support Re-engage in Cancer Care, a program that encourages cancer prevention and screening efforts.
**Items for Discussion (continued)**

In spite of the pandemic, the James has had a variety of successes and accomplishments since the last board meeting. Several years ago, the Alliance of Dedicated Cancer Centers – which includes the PPS-Exempt Cancer Hospitals in the country – recognized the need for a program that addresses end-of-life care and increases communication between clinicians and patients. Under the direction of Dr. Jillian Rustin and in collaboration with several faculty and staff members, the medical center has instituted a four-point plan to improve goal-concordant care and enhance communication through end-of-life care.

Research at the James, while disrupted by the pandemic, has continued in earnest. In 2020, there were 104 new cancer-specific grants at the Comprehensive Cancer Center. We were awarded $53.3 million from the NCI, which ranks us No. 15 in terms of NCI funding compared to other campus programs. For comparison, in 2018 we received $40 million and ranked No. 25. We also have opened 114 new clinical research studies and enrolled 785 patients in therapeutic trials. In 2020, cancer center members also had 877 publications in peer-reviewed journals, including 178 in journals with an impact factor of 10 or higher.

In December, the James launched the statewide Turning the Page on Breast Cancer in Ohio, an initiative focused on breast cancer education, facilitating access to genetics counseling and ensuring appropriate screening and follow-up for abnormalities and treatment for Black women who are at an increased risk for breast cancer. Also in December, the James received a $10 million gift from the Paula and Rodger Riney Family Foundation to establish the Riney Family Foundation Myeloma Center for Advanced Research Excellence. Led by Dr. Don Benson, the center will explore potential new treatments using specific molecular targets.

Finally, Dr. Farrar also highlighted the work of Pelotonia. During unprecedented circumstances and challenges, the Pelotonia community came together in 2020 and raised $10.5 million after moving from an in-person event to a virtual platform. Pelotonia 2021 launched on February 18 and announced plans for a socially distanced ride the weekend of August 6-8.

(See Attachment XLIII for background information, page 1080)

5. **Wexner Medical Center Financial Report:** Wexner Medical Center CFO Mark Larmore reported on the financial results for the health system as of December 31, 2020, which was running nearly $25 million ahead of budget with revenue growth of approx. 12.6 percent over the prior year. The combined Wexner Medical Center results, consisting of the health system, College of Medicine and OSU Physicians, was running $39 million ahead of budget with revenue growth of 7.1 percent. Mr. Larmore also noted that, while overall cash has gone down on the medical center’s balance sheet, this is an expected result of the medical center’s plan to (among other things) move forward with its capital programs during the pandemic.

(See Attachment XLIV for background information, page 1087)
Items for Action

6. Resolution No. 2021-69, Recommend Approval to Enter Into/Increase Professional Services and Enter Into/Increase Construction Contracts

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

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

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Prof. Serv. Approval Requested</th>
<th>Construction Approval Requested</th>
<th>Total Requested</th>
</tr>
</thead>
<tbody>
<tr>
<td>James – Halcyon Linear Accelerator</td>
<td>$0.2M</td>
<td>$5.7M</td>
<td>$5.9M (Auxiliary Funds)</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Construction Approval Requested</th>
<th>Total Requested</th>
</tr>
</thead>
<tbody>
<tr>
<td>Martha Morehouse Facility Improvements</td>
<td>$37.0M</td>
<td>$37.0M (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; and

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

(See Appendix LVIII for background information, page 1488)
7. Resolution No. 2021-70 Ratification of Committee Appointments 2021-2022

BE IT RESOLVED, That the Wexner Medical Center Board hereby approves that the ratification of appointments to the Quality and Professional Affairs Committee for 2021-2022 are as follows:

**Quality and Professional Affairs Committee**

Cheryl L. Krueger, Chair
ALAN A. STOCKMEISTER, VICE CHAIR
ANAND SHAH
Harold L. Paz
Bruce A. McPheron
Michael Papadakis
David P. McQuaid
Andrew M. Thomas
David E. Cohn
Elizabeth Seely
Minka Schofield
Amit Agrawal
Scott A. Holliday
Iahn Gonsenhauser
Jecalyn Buck
Kristopher M. Kipp
Abigail S. Wexner (ex officio)

**Action:** Upon the motion of Mr. Wexner, seconded by Ms. Hilsheimer, the board adopted the foregoing motion for resolution No. 2021-70 by unanimous voice vote with the following members present and voting: Mr. Wexner, Mrs. Wexner, Ms. Krueger, Dr. Fujita, Mr. Stockmeister, Mr. Zeiger, Mr. Shah, Mr. Steinour, Mr. Schottenstein, Mr. Jurgensen, Ms. Hilsheimer, Dr. Johnson, Dr. Paz, Dr. McPheron and Mr. Papadakis. Mr. Heminger was not present for this vote.
Items for Action (continued)

8. Resolution No. 2021-71 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 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 November 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 Appendix L for background information, page 1322)

Action: Upon the motion of Mr. Wexner, seconded by Dr. Paz, the board approved the foregoing motions for resolutions No. 2021-69 and 2021-71 by majority voice vote with the following members present and voting: Mr. Wexner, Mrs. Wexner, Ms. Krueger, Dr. Fujita, Mr. Stockmeister, Mr. Zeiger, Mr. Shah, Mr. Steinour, Mr. Schottenstein, Mr. Jurgensen, Ms. Hilsheimer, Dr. Johnson, Dr. Paz, Dr. McPheron and Mr. Papadakis. Mr. Heminger was not present for this vote.

EXECUTIVE SESSION

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

A roll call vote was taken, and the board voted to go into executive session with the following members present and voting: Mr. Wexner, Mrs. Wexner, Ms. Krueger, Dr. Fujita, Mr. Stockmeister, Mr. Zeiger, Mr. Shah, Mr. Steinour, Mr. Schottenstein, Mr. Jurgensen, Ms. Hilsheimer, Dr. Johnson, Dr. Paz, Dr. McPheron and Mr. Papadakis. Mr. Heminger was not present for this vote.

The board entered executive session at 1:48 p.m. and adjourned at 5:02 p.m.
COVID Research and Discovery

Peter Mohler, PhD
Chief Scientific Officer, The Ohio State University Wexner Medical Center
Vice Dean for Research, The Ohio State University College of Medicine
Research and Discovery

- Nearly half a million COVID RNA Diagnostic Tests performed to date at OSUWMC
- Continue to be national leader in trials for therapeutics that are now in clinic

Treatment trials-
- Monoclonal antibodies: ACTIV-2/A5401
- Outpatient: ACTIV-2/A5401 (Eli Lilly)
- Inpatient: Regeneron 2066
- Oral agent: AT-527 (ATEA)
- Convalescent plasma (multiple studies)

Prevention trials-
- Monoclonal antibodies: Anti-Spike SARS-CoV-2 (REGN)
- Vaccine: AZD1222
Viruses mutate...but mutation rate is accelerating

X axis: Time in months over 2020
Discovery of two new viral strains in United States at Ohio State

Tu et al (Jones Lab) bioRxiv preprint doi: https://doi.org/10.1101/2021.01.12.426407
‘OSU Re-defining Global COVID Transmission: Creation of novel 501Y strain
Newly identified strains pose significant health risk related to increased infectivity.

Testing the impact on current therapeutics on new viral strains
COVID-19 Vaccination Update

Andrew Thomas, MD, MBA, FACP
Senior Associate Vice President for Health Sciences
Chief Clinical Officer, The Ohio State University Wexner Medical Center
Ohio COVID-19 Vaccination Program

- First vaccination in Ohio at the Wexner Medical Center on Monday, December 14

Phase 1A:
- Healthcare personnel
- Nursing facility residents and staff
- EMS providers

Phase 1B:
- Began January 18
- Elderly patients
- Adult patients with congenital/neurological disabilities and other illnesses with increased risk of severe disease/death
- Student-facing K-12 teachers and staff
OSUWMC COVID-19 Vaccination Program

- Data as of February 11:
  - 45,626 total doses administered
  - **1A Vaccination Program:**
    - 16,417 first doses administered
    - 13,866 second doses administered
  - **1B Vaccination Program:**
    - Schottenstein Center vaccination site opened to public on Jan 19
    - 13,866 first doses administered
    - 1,477 second doses administered

- Multiple ways to schedule:
  - OSU MyChart
  - Televox automated calls
  - Provider offices
  - 614-688-VAXX vaccine hotline
COVID vs. Non-COVID Census

COVID vs Non-COVID Census

- NON COVID_CENSUS
- COVID_CENSUS
- TOTAL_CENSUS

February 23-25, 2021, Board of Trustees Meetings

1,325

57
Monoclonal Antibody Treatment

Total patients infused as of February 11, 2021 = 1,200

- **NOVEMBER ’20**
  - NOVEMBER 9
    - FDA Emergency Use Authorization – Bamlanivimab received
  - NOVEMBER 16
    - First patient infused November 16 *(first in Central Ohio)* at East Hospital, Wallace Auditorium

- **DECEMBER**
  - NOVEMBER 21
    - FDA Emergency Use Authorization – Regeneron
  - DECEMBER 4
    - Regeneron - First patient infused at East Hospital, Wallace Auditorium

- **JANUARY ’21**
  - JANUARY 15, 2021
    - 1000th patient

---

Wallace Auditorium - before

Wallace Auditorium - after
**OSUWMC Monoclonal Antibody Treatment**

Admission Rate for COVID patients at high-risk for severe disease*:
- Placebo = 10%
- Monoclonal treatment = 3%
- Number needed to treat (NNT) to prevent an admission = 14.3 infusions

* Based on published clinical data

OSU Monoclonal Treatments since November 2020** = 1,200

- Estimated # of admissions with no treatment* = 120
- Estimated # of admissions with treatment* = 36
- **Actual number of admissions from OSU infusions** = 43

- Estimated # of “avoided” admissions = 77
- Estimated # of “avoided” patient days** = 991 days
- Estimated # of additional non-COVID admissions possible due to avoided COVID admissions** = 149

* Based on OSUWMC LOS data for COVID and non-COVID care
** Infusions through February 11, 2021
Patient Verbatim:

“"The infusion was a game-changer for me. I was reaching a point of surrender after five nights of intense, 103-degree, punishing fevers. The infusion of bamlanivimab saved my life. Thank you again.""
Buckeye Paws Program helps Wexner healthcare workers de-stress

Megan Henry  The Columbus Dispatch
Published 6:03 a.m. ET Jan. 2, 2021

Buckeye Paws therapy dog Shiloh, a 3-year-old golden retriever, stands with his owner, Mary Justice, and fellow therapy dogs in front of a sign at the Wexner Medical Center at The Ohio State University.
Implement a formal communications skills training program that supports the delivery of goal concordant care.

Create structured goals of care documentation in electronic health records.

Establish expectations regarding goals of care, including priority populations for communication.

Implement a measurement framework.
In the United States, studies have found that an estimated 22 million cancer screenings were cancelled or missed between March and June of 2020.

43% of patients have missed routine preventive appointments due to COVID-19 fears.

35% of American adults had a cancer screening scheduled during the pandemic and missed it.

76 cancer centers, including The James, have signed the Re-engage in Cancer Care letter.
The OSUCCC – James launched Turning the Page on Breast Cancer in Ohio – an initiative focused on increasing breast cancer education, facilitating access to genetic counseling and ensuring appropriate screening, follow-up for abnormalities and treatment for Black women who are at an increased risk for breast cancer.

Several strategies are being used to direct interested women to a website to determine if they are at increased risk for breast cancer.
In December the OSUCCC-James received a $10 million gift from the Paula and Rodger Riney Foundation to establish the Riney Family Foundation Myeloma Center for Advanced Research Excellence (Myeloma CARE). Led by Dr. Don Benson, the Center will explore potential new treatments using specific molecular targets.
<table>
<thead>
<tr>
<th>Awarded <strong>104</strong> new cancer-specific grants</th>
<th>Received <strong>$53.3M</strong> from the NCI</th>
<th>Opened <strong>114</strong> new clinical research studies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enrolled <strong>785</strong> patients on therapeutic trials</td>
<td>Published <strong>877</strong> articles in peer-reviewed journals</td>
<td><strong>178</strong> of the 877 articles published were in journals with impact factor &gt;10</td>
</tr>
</tbody>
</table>
Pelotonia 2021 launched on February 18th. The ride will take place the weekend of August 6-8, 2021.

New Routes and a New Experience:
- New routes:
  - Saturday: 20, 50, 80, and 100-mile options
  - Sunday: 20, 50, and 100-mile options
  - Saturday and Sunday (2-day options): 180 and 200 miles only

We will follow all guidance and protocols as outlined by the Franklin County Health Department and will continue to assess capacity levels throughout the spring and summer.

Together, We Achieved:
$10,502,362 raised
11,270 participants
822,362 miles
Wexner Medical Center
Financial Report
Public Session
February 23, 2021
The Ohio State University Health System  
Consolidated Statement of Operations  
For the YTD ended: December 31, 2020  
(in thousands)

<table>
<thead>
<tr>
<th>OSUHS</th>
<th>Actual</th>
<th>Budget</th>
<th>Act-Bud Variance</th>
<th>Budget % Var</th>
<th>Prior Year</th>
<th>PY % Var</th>
</tr>
</thead>
<tbody>
<tr>
<td>OPERATING STATEMENT</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Revenue</td>
<td>$1,758,885</td>
<td>$1,726,573</td>
<td>$32,312</td>
<td>1.9%</td>
<td>$1,679,604</td>
<td>4.7%</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and Benefits</td>
<td>751,230</td>
<td>758,690</td>
<td>7,460</td>
<td>1.0%</td>
<td>736,437</td>
<td>-2.0%</td>
</tr>
<tr>
<td>Resident/Purchased Physician Services</td>
<td>62,634</td>
<td>62,379</td>
<td>(255)</td>
<td>-0.4%</td>
<td>58,285</td>
<td>-7.5%</td>
</tr>
<tr>
<td>Supplies</td>
<td>201,111</td>
<td>188,177</td>
<td>(12,934)</td>
<td>-6.9%</td>
<td>184,054</td>
<td>-9.3%</td>
</tr>
<tr>
<td>Drugs and Pharmaceuticals</td>
<td>232,952</td>
<td>221,789</td>
<td>(11,163)</td>
<td>-5.0%</td>
<td>213,907</td>
<td>-8.9%</td>
</tr>
<tr>
<td>Services</td>
<td>163,108</td>
<td>169,695</td>
<td>6,587</td>
<td>3.9%</td>
<td>164,370</td>
<td>0.8%</td>
</tr>
<tr>
<td>Depreciation</td>
<td>86,535</td>
<td>86,539</td>
<td>-</td>
<td>0.0%</td>
<td>87,662</td>
<td>1.3%</td>
</tr>
<tr>
<td>Interest</td>
<td>14,993</td>
<td>14,993</td>
<td>-</td>
<td>0.0%</td>
<td>16,205</td>
<td>7.5%</td>
</tr>
<tr>
<td>Shared/University Overhead</td>
<td>23,953</td>
<td>26,562</td>
<td>2,609</td>
<td>9.8%</td>
<td>24,934</td>
<td>3.9%</td>
</tr>
<tr>
<td>Medical Center Investments</td>
<td>91,982</td>
<td>91,982</td>
<td>-</td>
<td>0.0%</td>
<td>77,886</td>
<td>-18.1%</td>
</tr>
<tr>
<td>Total Expense</td>
<td>1,628,498</td>
<td>1,620,806</td>
<td>(7,692)</td>
<td>-0.5%</td>
<td>1,563,740</td>
<td>-4.1%</td>
</tr>
<tr>
<td>Excess of Revenue over Expense</td>
<td>$130,387</td>
<td>$105,767</td>
<td>$24,620</td>
<td>23.3%</td>
<td>$115,864</td>
<td>12.5%</td>
</tr>
</tbody>
</table>
# The Ohio State University Wexner Medical Center

## Combined Statement of Operations

For the YTD ended: December 31, 2020

(in thousands)

<table>
<thead>
<tr>
<th>OPERATING STATEMENT</th>
<th>Actual</th>
<th>Budget</th>
<th>Act-Bud Variance</th>
<th>Budget % Var</th>
<th>Prior Year</th>
<th>PY % Var</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Revenue</td>
<td>$2,277,189</td>
<td>$2,246,664</td>
<td>$30,525</td>
<td>1.4%</td>
<td>$2,183,158</td>
<td>4.3%</td>
</tr>
</tbody>
</table>

Operating Expenses

| Salaries and Benefits                     | 1,179,990 | 1,202,936 | 22,946          | 1.9%         | 1,140,679  | -3.4%    |
| Resident/Purchased Physician Services     | 62,634    | 62,379    | (255)           | -0.4%        | 58,285     | -7.5%    |
| Supplies                                | 224,640   | 210,740   | (13,900)        | -6.6%        | 206,705    | -8.7%    |
| Drugs and Pharmaceuticals               | 237,608   | 226,378   | (11,230)        | -5.0%        | 219,506    | -8.2%    |
| Services                                | 245,419   | 260,302   | 14,883          | 5.7%         | 250,273    | 1.9%     |
| Depreciation                            | 101,078   | 100,869   | (209)           | 0.0%         | 100,360    | -0.7%    |
| Interest/Debt                           | 20,358    | 20,361    | 3               | 0.0%         | 21,770     | 6.5%     |
| Shared/University Overhead              | 23,953    | 26,565    | 2,612           | 9.8%         | 15,958     | -50.1%   |
| Other Operating Expense                 | 20,372    | 20,036    | (336)           | -1.7%        | 27,672     | 26.4%    |
| Medical Center Investments              | 14,167    | 8,493     | (5,674)         | -66.8%       | 4,749      | -198.3%  |
| Total Expense                           | 2,130,219 | 2,139,059 | 8,840           | 0.4%         | 2,045,957  | -4.1%    |

Excess of Revenue over Expense

| $146,970 | $107,605 | $39,365 | 36.6% | $137,201 | 7.1% |

## Financial Metrics

| Integrated Margin Percentage | 6.5% | 4.8% | 1.7% | 34.8% | 6.3% | 2.7% |
| Adjusted Admissions           | 64,816 | 68,100 | (3,284) | -4.8% | 69,316 | -6.5% |
| Operating Revenue per AA      | $26,957 | $25,169 | $1,788 | 7.1% | $24,096 | 11.9% |
| Total Expense per AA          | $23,895 | $22,591 | $1,304 | -5.8% | $21,551 | -10.9% |

This statement does not conform to Generally Accepted Accounting Principles. Different accounting methods are used in each of these entities and no eliminating entries are included.
### Combined Balance Sheet

**As of: December 31, 2020**

(in thousands)

|                                | December 2020 | June 2020 | Change  
|--------------------------------|---------------|-----------|---------
| Cash                           | $1,728,587    | $1,770,078| $(41,491)
| Net Patient Receivables        | 409,612       | 378,653   | 30,959  
| Other Current Assets           | 594,904       | 562,701   | 32,203  
| Assets Limited as to Use       | 422,276       | 421,698   | 578     
| Property, Plant & Equipment - Net| 1,929,894    | 1,782,453 | 147,441 
| Other Assets                   | 504,595       | 466,250   | 38,345  
| **Total Assets**               | $5,589,868    | $5,381,833| $208,035
| Current Liabilities            | $827,584      | $781,864  | 45,720  
| Other Liabilities              | 139,062       | 134,798   | 4,264   
| Long-Term Debt                 | 634,350       | 665,906   | (31,556)
| Net Assets - Unrestricted      | 3,253,239     | 3,114,561 | 138,678 
| Net Assets - Restricted        | 735,633       | 684,705   | 50,928  
| **Liabilities and Net Assets** | $5,589,868    | $5,381,833| $208,035

This Balance sheet is not intended to conform to Generally Accepted Accounting Principles. Different accounting methods are used in each of these entities and no eliminating entries are included.
February 23-25, 2021, Board of Trustees Meetings

AppendixdXLII

Board of Trustees
210 Bricker Hall
190 North Oval Mall
Columbus, OH 43210-1389
Phone (614) 292-6359
Fax (614) 292-5903
teachers.osu.edu

SUMMARY OF ACTIONS TAKEN

February 24, 2021 – Talent, Compensation & Governance Committee Meeting

Voting Members Present by Zoom Virtual Meeting:
Hiroyuki Fujita
Lewis Von Thaer
Brent R. Porteus
John W. Zeiger
Elizabeth P. Kessler
Gary R. Heminger (ex officio)

Members Absent:
Abigail S. Wexner
Alexander R. Fischer

PUBLIC SESSION

The Talent, Compensation & Governance Committee of The Ohio State University Board of Trustees convened on Wednesday, February 24, 2021, virtually over Zoom. Committee Chair Hiroyuki Fujita called the meeting to order 10:45 a.m.

EXECUTIVE SESSION

It was moved by Dr. Fujita, and seconded by Mr. Von Thaer, that the committee 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 and compensation of public employees.

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

The committee entered executive session at 10:51 a.m.

PUBLIC SESSION

Dr. Fujita reconvened the Talent, Compensation & Governance Committee meeting in public at 11:48 a.m.

Items for Discussion

1. Undergraduate Student Trustee Search Update: Anand Shah, the current Undergraduate Student Trustee, shared a brief update on the search that is underway for his successor. Mr. Shah’s two-year term on the board will end in May. Applications for the next Undergraduate Student Trustee were due in February and we received 41 applications, which was more than double the number of applications that were submitted the year prior. The Student Trustee Selection Committee is reviewing the applications and will select 10 to 12 applicants to interview before narrowing the pool down to five candidates to recommend to Governor DeWine’s Boards and Commissions team for consideration.
Items for Discussion (continued)

2. Key Critical Searches: Paul Patton, Senior Advisor to the President and Interim Senior Vice President for Talent, Culture and Human Resources, shared updates related to ongoing key searches. Search firm Isaacson Miller is leading the search for the next Executive Vice President and Provost. So far, listening sessions and town halls have been held to gather input from faculty, staff and students; a website was created to share details about the search; the position profile and advertising has been completed; and outreach to preliminary candidates is in process. The plan is to start conducting interviews by April 11. Greenwood/Asher & Associates is conducting the search for the next Dean of the College of Dentistry with interviews starting in late March. WittKieffer is conducting the search — which is still in the very beginning stages — for a new Vice President and Chief Information Officer. And finally, Russell Reynolds Associates has been engaged to search for the Wexner Medical Center’s next Chief Operating Officer.

Items for Action

3. Approval of Minutes: No changes were requested to the November 18, 2020, meeting minutes; therefore, a formal vote was not required, and the minutes were considered approved.

4. Resolution No. 2021-74, Amendments to the Bylaws of The Ohio State University Board of Trustees

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 on August 27, 2020:

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 XLIX for background information, page 1319)

5. Resolution No: 2021-75, Approval of Amendments to the Bylaws of the 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 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 November 2019; and
WHEREAS the Wexner Medical Center Board approved and recommended the attached amendments for approval by the University Board of Trustees on February 23, 2021:

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 L for background information, page 1322)

6. Resolution No: 2021-76, Ratification of Committee Appointments 2021-2022

BE IT RESOLVED, That the Board of Trustees hereby approves that the ratification of committee appointments for 2021-2022 are as follows:

Academic Affairs & Student Life:
Brent R. Porteus, Chair
Jeff M.S. Kaplan, Vice Chair
Abigail S. Wexner
Elizabeth P. Kessler
Michael Kiggin
Elizabeth A. Harsh
Reginald A. Wilkinson
Carly G. Sobol
Susan Olesik (faculty member)
Gary R. Heminger (ex officio)

Audit, Finance & Investment:
John W. Zeiger, Chair
Cheryl L. Krueger
Erin P. Hoeflinger
Lewis Von Thaer
Jeff M.S. Kaplan
Michael Kiggin
Anand Shah
James D. Klingbeil
Amy Chronis
Kent M. Stahl
Gary R. Heminger (ex officio)

Legal, Risk & Compliance:
Elizabeth P. Kessler, Chair
Alan A. Stockmeister
Jeff M.S. Kaplan
Michael Kiggin
Elizabeth A. Harsh
Carly G. Sobol
Gary R. Heminger (ex officio)
**Master Planning & Facilities:**
Alexander R. Fischer, Chair
James D. Klingbeil, Vice Chair
Brent R. Porteus
Alan A. Stockmeister
Elizabeth A. Harsh
Reginald A. Wilkinson
Carly G. Sobol
Robert H. Schottenstein
Gary R. Schottenstein (ex officio)

**Research, Innovation & Strategic Partnerships:**
Lewis Von Thaer, Chair
Erin P. Hoeflinger, Vice Chair
Cheryl L. Krueger
Alexander R. Fischer
Hiroyuki Fujita
Reginald A. Wilkinson
Anand Shah
Gary R. Heminger (ex officio)

**Talent, Compensation & Governance:**
Hiroyuki Fujita, Chair
Lewis Von Thaer, Vice Chair
Brent R. Porteus
Abigail S. Wexner
Alexander R. Fischer
John W. Zeiger
Elizabeth P. Kessler
Gary R. Heminger (ex officio)

**Wexner Medical Center:**
Leslie H. Wexner, Chair
Abigail S. Wexner
Cheryl L. Krueger
Hiroyuki Fujita

**ALAN A. STOCKMEISTER**
John W. Zeiger

**ANAND SHAH**
Stephen D. Steinour
Robert H. Schottenstein
W.G. Jurgensen
Cindy Hilsheimer
Gary R. Heminger (ex officio, voting)
Kristina M. Johnson (ex officio, voting)
Harold L. Paz (ex officio, voting)
Bruce A. McPherson (ex officio, voting)
Michael Papadakis (ex officio, voting)
7. Resolution No. 2021-77, Approval of Personnel Actions

BE IT RESOLVED, That the Board of Trustees hereby approves the personnel actions as recorded in the personnel budget records of the university since the November 19, 2020, meeting of the board, including the following appointments and contract updates:

**Appointments**

Name: Elizabeth Parkinson  
Title: Senior Vice President for Marketing and Communications  
Unit: Office of the President  
Term: March 22, 2021

Name: Paul N. Patton  
Title: Interim Senior Vice President for Talent, Culture and Human Resources  
Unit: Office of the President  
Term: December 4, 2020

**Reappointment**

Name: Mark Larmore  
Title: Vice President and Chief Financial Officer  
Unit: Wexner Medical Center  
Term: January 1, 2021

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

**Written Report**

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

a. Human Resources Summary (See Attachment XLV for background information, page 1096)

The meeting adjourned at 11:58 a.m.
Human Resources Summary Report
Talent, Compensation and Governance Committee
February 2021

As we begin the 2021 calendar year, there are several important updates and key milestones summarized in this overview prepared for the Talent, Compensation and Governance committee of the Board of Trustees, specific to progress in advancing the HR Strategic Plan and related HR Transformation initiatives.

The strategic priority areas of focus in the HR Strategic Plan 2018-2023 include:

- HR Excellence
- Talent Management
- Total Rewards

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

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

Additionally, data and metrics with current analytics, specific to the workforce demographics of the university have been recently updated as of December 2020.

The content outlined in this report is inclusive of HR efforts across all campus locations and the Wexner Medical Center.

Your insight, interest and support of our efforts to lead HR transformation at Ohio State is greatly appreciated.

Kind regards,

Paul
Paul Patton
Interim Senior Vice President,
Talent, Culture & Human Resources
HR Transformation at Ohio State
In alignment with the 2018-2023 HR Strategic Plan
focused on three strategic pillars, and a strong foundational culture.

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

Talent Management and Learning & Development

New Employee Orientation
New virtual orientation piloted across campus and received positive feedback from internal leaders
and new employees.

Feedback from new employees reported:
- 90.28% agree the content was relevant to needs as a new employee,
- 88.88% agree the content of the workshop was engaging,
- 80.55% agree that they will use what they learned from this orientation in their work, and
- 90.28% agree that the orientation met their overall expectations.

Standard welcome letters developed, which each new hire receives, and the New Employee
Essentials guide was enhanced by the marketing team, consistent with university branding.

In addition, the Workday Onboarding Portal launched, providing new employees with the opportunity
to sign up for benefits prior to day 1 of employment and offers links for new employees to learn about
Ohio State retirement plans, benefits, parking, required eLearning, etc.

Executive Onboarding
Transition Acceleration Process (TAP) is Ohio State’s executive onboarding program. Currently, there
are seven recently hired executives engaged in this program.

New Chair Program
Each academic year, new department chairs go through an extensive program consisting of learning
modules and individual executive coaching sessions. Currently, 22 new chairs are in the program
scheduled to end in May 2021. In Fall 2021, newly appointed chairs will be introduced to the
curriculum.

Leadership Development and Manager Training Portal
Completed phase one of identifying leadership tiers and behaviors that align with the Shared Values
initiative. Purpose Driven Leadership course consisting of the new Ohio State coaching model and
leadership alignment with values developed for all new front-line leaders will launch in February 2021.
Staff Development
Nearly 250 staff and manager grants awarded totaling $174,728 since July 1, 2020. Working with University Staff Advisory Committee to purchase 1 year of LinkedIn learning licenses for staff employees across Ohio State.

BuckeyeLearn/Cornstone Work
Creation of the University Training Content Review (UTCR) panel to ensure consistency in large-scale eLearning across Ohio State delivered through BuckeyeLearn.

College and Unit Talent Management Initiatives
Facilitated Team Effectiveness, Leader Manager Coaching, Culture and Climate, Mentoring and Professional Career Effectiveness to the following units and colleges: Administration & Planning, Lima Campus, Office of Chief Information Officer, Advancement, Student Life, Office of Student Academic Success, Libraries, Facilities Operations and Development, College of Food Agriculture and Academic Sciences.

Talent Acquisition (TA)

Centralization of all campus TA Consultants
Through HR Service Delivery, all campus employees who were performing TA services in their respective colleges and units are now part of the centralized Talent Acquisition function. Work was completed on right sizing the recruiting needs of each college and unit and TA resources were distributed to meet the needs of the university.

Implementation of the Workday Applicant Tracking System
New applicant tracking system implemented with a front page representing both the campus and medical center positions. Currently, 2,268 requisitions are in the system, over 9,600 applicants in the system and 760 hires have been completed in the first two weeks following launch of Workday.

Talent Acquisition Process Improvement
The following processes have been developed and standardized across Ohio State:
- Recruiter Intake Process
- Phone Screen Interview Questions
- Alignment of interview questions to Shared Values initiative
HR Excellence
Improve the employee experience through transformed HR core processes that deliver strategic HR services and transactional accuracy and efficiency.

Workday at Ohio State

Workday at Ohio State is live!
The university successfully launched Workday HR and Payroll on Sunday, January 3. Finance and Supply Chain functionality went live on Thursday, January 7. There were no major issues to report. Call and help desk ticket volumes to various support channels were significant as employees explored Workday HR and Payroll functionality. Volumes dropped later during go-live week as individuals became more familiar with Workday, and call volume remained steady following the launch of Workday Finance and Supply Chain.

Enterprise Business Solutions (EBS) Leadership
Enterprise Project Director Mike Anderson left Ohio State, effective Friday, January 22, to pursue new opportunities. Mike joined Ohio State in 2008, serving in role of Enterprise Project Director since 2018. With the successful launch of Workday, Mike helped to set the university on a new course for the future.

Jeff Allen has accepted the Interim Associate Vice President of Enterprise Business Solutions position. Jeff was a part of the original Workday Student evaluation team and has been a member of the Enterprise Project team, leading the student implementation for several years. In the interim role, Jeff will lead us through the hyper care period and biannual Workday system update occurring in March/April. He will also help the transition to ongoing operations for the EBS support team and oversee the Student project ramp-up.

Future Workday Releases
With the successful implementation of Workday Release 1, the EBS team is now looking ahead to planned future releases.

There will be an additional Finance release occurring in October 2021 that will provide financial planning processes in Workday. Next summer, we look forward to an additional HR release that will support talent-related business processes such as performance management and leadership succession planning.

Most significant will be Workday Releases 2 through 5, which will roll out Workday Student functionality beginning in July 2023. The implementation of Workday Student will improve the student experience through consistent, streamlined processes for undergraduate, graduate and professional students. This will ultimately decrease the time and cost to degree completion or academic goal, increase engagement and provide services when and how students want them.
Workday Readiness and Training
Just prior to go-live, the university community completed 78.6% of expected training, just shy of our goal of 80%. The team continues to connect with key stakeholder groups to gather feedback on Workday adoption. The team is also continuing to monitor help desk ticket trends and making updates to job aides and communications to address common questions and issues.

Workday Challenges/Improvements Needed
The journey to transition to a new HCM platform, is not without its challenges. Leaders across the organization are providing real time feedback to the Workday team regarding processes and workflows, which need improvement.

The team is prioritizing the top areas of concern and is actively working on solutions to improve the user experience. The team will proactively seek feedback from users and will provide regular communication regarding the status of improvements.

As the university becomes more familiar with Workday, there are many resources available for users to receive assistance. More information on Workday Help and Support is available on the Enterprise Project website.

HR Service Delivery
HR Connection
HR Connection, Ohio State’s Shared Services operation, began supporting the university community in September 2020. This fall, the team prepared for Workday go-live by focusing on providing excellent customer service for the campus and medical center as they learn the new processes in Workday. On Sunday, January 3rd, HR Connection began fielding Workday HR and payroll questions via phone, email, and the HR Connection portal.

Throughout January, the team steadily managed over 1,100 cases per day, with over 600 coming from phone calls. For the first two weeks, our HR Connection team, supported by colleagues from across the HR Centers of Expertise (COEs), helped customers and achieved wait times of under two minutes. Current patterns for call and case volumes are similar to pre-Workday in that volumes tend to spike at the start of each week and then level off as the week progresses.

Using ServiceNow, the case management tool that went live in July 2019, we can track inquiries from employees and monitor our daily volumes. This transparency to data enabled our HR Connection team to determine frequently asked questions, identify process challenges to escalate to the Enterprise Business Solutions team, and document feedback and improvement suggestions.

Continuous Improvement
As we move into the stabilization period, we begin shifting focus to operational excellence and continuous improvement. This includes publication of key metrics and continuing to build the knowledge and features of the HR Connection portal to best serve our customers. We will continue to focus on highlighting the roles and responsibilities across each team within HR – including unit-facing HR Business Partner and Consultant teams, as well as the functional Codes that support our business.
HR Business Partners met regularly with the Enterprise Business Solutions team leaders to discuss functionality issues coming in from the units. They have also supported regular sessions with Centers of Expertise leaders and the HR Consultants in the units to drive process improvements and to enhance the team’s understanding of the system and performance. The teams are focusing on opportunities for continuous improvement and resolving urgent issues through the hyper care support model that is in place through the end of March 2021. In addition, the team is actively supporting managers, supervisors, and employees with accessing the system, making use of HR Connection and in general understanding the new system.

Opportunity Areas

- **Continue to build role clarity:** The HR Service Delivery model included new roles and responsibilities across all HR teams, both in-unit and within HR Connection and the COEs. We will continue to discuss ownership and handoffs between teams to align accountability and clear responsibilities for HR tasks.

- **Terminology and process changes:** Bringing Workday to Ohio State comes with new terminology and ways of completing work. We will continue to educate the community on new terms and how previous processes translate to new systems and steps. Along the way, we are gathering feedback on opportunities to enhance the processes and will implement changes where feasible.

- **Manager self-service and unit work support:** A key decision made with the implementation of Workday is the alignment of a number of processes to Managers across campus and the health system. We will be evaluating the effectiveness of these processes and determining if changes, such as enhancements to the Manager Liaison roles, may be pursued.
Total Rewards
Ensure competitive Total Rewards while balancing fiscal responsibility.

Career Roadmap

Ohio State’s Career Roadmap will be a new approach for hiring, managing and developing staff. The scope of Career Roadmap focuses on 28,000 staff positions across the medical center, main campus and regional campuses. Not included are physicians, faculty, executives, athletic coaches, student employees or bargaining units.

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

The pay ranges in the catalog will be reviewed annually, informed by industry-leading market research, and updated as appropriate. Standardized pay ranges and job functions will foster equity across colleges and units. Senior leaders are reviewing potential pay impacts including:

- How to address merit increases for employees whose pay is above the new ranges.
- How employees whose pay is below the new ranges could be brought up to pay range minimums.

It is evident that some positions have been mapped higher than they should be. Over the last three months, unit leaders and HR business partners revised some mapping decisions. A small number of mapping issues still exist, and further opportunities for more accurate mapping of current positions remain.

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

Efforts to update Ohio State’s compensation practices and bring consistency to the organization will represent change for numerous stakeholders. We expect interest, anxiety and concern across the organization as the new pay ranges, new titles and FLSA changes are shared more broadly. We appreciate the Board’s commitment to this initiative and its support of these changes as a university strategy.
### Quarterly Summary of Employee Headcount

**Total University, December 2020**

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

#### Headcount by Employee Type and University/WMC

<table>
<thead>
<tr>
<th></th>
<th>University</th>
<th>WMC</th>
<th>Grand Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty</td>
<td>4,224</td>
<td>3,465</td>
<td>7,689</td>
</tr>
<tr>
<td>Staff</td>
<td>10,993</td>
<td>17,229</td>
<td>28,217</td>
</tr>
<tr>
<td>Students</td>
<td>11,438</td>
<td>766</td>
<td>12,191</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>26,661</strong></td>
<td><strong>21,366</strong></td>
<td><strong>47,955</strong></td>
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</table>

#### Headcount by Employee Group

<table>
<thead>
<tr>
<th>Group</th>
<th>University</th>
<th>WMC</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tenure Track Faculty</td>
<td>2,827</td>
<td>8.3%</td>
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</tr>
<tr>
<td>Clinical Track Faculty</td>
<td>2,019</td>
<td>5.6%</td>
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</tr>
<tr>
<td>Research Track Faculty</td>
<td>104</td>
<td>0.3%</td>
<td></td>
</tr>
<tr>
<td>Associated Faculty</td>
<td>2,706</td>
<td>6.2%</td>
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</tr>
<tr>
<td>Unclassified</td>
<td>23,065</td>
<td>54.6%</td>
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<tr>
<td>CCS</td>
<td>5,152</td>
<td>14.8%</td>
<td></td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td>35,744</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Headcount by Full-Time

<table>
<thead>
<tr>
<th>Term</th>
<th>University</th>
<th>WMC</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time</td>
<td>27,657</td>
<td>22.6%</td>
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</tr>
<tr>
<td>Part-Time</td>
<td>8,007</td>
<td>77.4%</td>
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</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>35,744</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Headcount by Race/Ethnicity

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>University</th>
<th>WMC</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Am. Indian</td>
<td>51</td>
<td>0.1%</td>
<td></td>
</tr>
<tr>
<td>Asian</td>
<td>2,898</td>
<td>7.5%</td>
<td></td>
</tr>
<tr>
<td>Black</td>
<td>3,671</td>
<td>10.3%</td>
<td></td>
</tr>
<tr>
<td>Hawaiian</td>
<td>23</td>
<td>0.1%</td>
<td></td>
</tr>
<tr>
<td>Hispanic</td>
<td>1,095</td>
<td>3.1%</td>
<td></td>
</tr>
<tr>
<td>Two or More Rac.</td>
<td>707</td>
<td>2.0%</td>
<td></td>
</tr>
<tr>
<td>Undisclosed</td>
<td>1,550</td>
<td>4.3%</td>
<td></td>
</tr>
<tr>
<td>White</td>
<td>26,949</td>
<td>72.6%</td>
<td></td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>35,744</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Headcount by Gender

<table>
<thead>
<tr>
<th>Gender</th>
<th>University</th>
<th>WMC</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>22,438</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>13,306</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>35,744</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Headcount by Age

<table>
<thead>
<tr>
<th>Age Group</th>
<th>University</th>
<th>WMC</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;Thirty</td>
<td>6,768</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thirties</td>
<td>10,556</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Forties</td>
<td>7,968</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fifties</td>
<td>6,556</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sixties</td>
<td>3,422</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Seventy+</td>
<td>475</td>
<td>1.3%</td>
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</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>35,744</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Headcount may be double counted across multiple categories where multiple appointments exist. The Grand Totals still reflect unique individuals but counts in the chart may add up to more than the Grand Total shown.*
Quarterly Summary of Employee Headcount
Total University, December 2020

Excludes intermittent employees, unpaid employees and student employees unless otherwise noted.

**Headcount by Pay Band**

<table>
<thead>
<tr>
<th>Pay Band</th>
<th>Faculty</th>
<th>Staff</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under $20K</td>
<td>25</td>
<td>7856</td>
<td>18155</td>
</tr>
<tr>
<td>$20K</td>
<td>7282</td>
<td>17282</td>
<td>34564</td>
</tr>
<tr>
<td>$40K</td>
<td>10217</td>
<td>20434</td>
<td>30651</td>
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<tr>
<td>$50K</td>
<td>7275</td>
<td>14550</td>
<td>21825</td>
</tr>
<tr>
<td>$80K</td>
<td>4596</td>
<td>9192</td>
<td>13788</td>
</tr>
<tr>
<td>$100K</td>
<td>2235</td>
<td>4470</td>
<td>6705</td>
</tr>
<tr>
<td>$120K</td>
<td>2559</td>
<td>5118</td>
<td>7677</td>
</tr>
<tr>
<td>$140K</td>
<td>598</td>
<td>1196</td>
<td>1794</td>
</tr>
<tr>
<td>$160K</td>
<td>476</td>
<td>952</td>
<td>1428</td>
</tr>
<tr>
<td>$180K</td>
<td>369</td>
<td>738</td>
<td>1107</td>
</tr>
<tr>
<td>$200K+</td>
<td>1326</td>
<td>2652</td>
<td>3988</td>
</tr>
<tr>
<td>Grand Total</td>
<td>35744</td>
<td>7856</td>
<td>35744</td>
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</tbody>
</table>

**Headcount by VP College**

<table>
<thead>
<tr>
<th>VP College</th>
<th>Faculty</th>
<th>Staff</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arts and Sciences</td>
<td>2284</td>
<td>1104</td>
<td>3388</td>
</tr>
<tr>
<td>Athletics</td>
<td>385</td>
<td>1</td>
<td>386</td>
</tr>
<tr>
<td>Board of Trustees</td>
<td>4</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td>Coll of Education &amp; Human Env</td>
<td>574</td>
<td>0</td>
<td>574</td>
</tr>
<tr>
<td>Coll of Food, Agr, and Envir Sciences</td>
<td>1803</td>
<td>5</td>
<td>1808</td>
</tr>
<tr>
<td>College of Dentistry</td>
<td>434</td>
<td>0</td>
<td>434</td>
</tr>
<tr>
<td>College of Engineering</td>
<td>1152</td>
<td>3</td>
<td>1155</td>
</tr>
<tr>
<td>College of Law</td>
<td>157</td>
<td>0</td>
<td>157</td>
</tr>
<tr>
<td>College of Medicine</td>
<td>4931</td>
<td>122</td>
<td>4943</td>
</tr>
<tr>
<td>College of Nursing</td>
<td>320</td>
<td>0</td>
<td>320</td>
</tr>
<tr>
<td>College of Optometry</td>
<td>129</td>
<td>0</td>
<td>129</td>
</tr>
<tr>
<td>College of Pharmacy</td>
<td>231</td>
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<td>231</td>
</tr>
<tr>
<td>College of Public Health</td>
<td>175</td>
<td>0</td>
<td>175</td>
</tr>
<tr>
<td>College of Social Work</td>
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<td>0</td>
<td>163</td>
</tr>
<tr>
<td>College of Veterinary Med</td>
<td>592</td>
<td>16</td>
<td>608</td>
</tr>
<tr>
<td>Fisher College of Business</td>
<td>359</td>
<td>1</td>
<td>360</td>
</tr>
<tr>
<td>Health Sciences FGP</td>
<td>1397</td>
<td>20</td>
<td>1417</td>
</tr>
<tr>
<td>John Glenn College Public Affairs</td>
<td>83</td>
<td>0</td>
<td>83</td>
</tr>
<tr>
<td>Lima Campus</td>
<td>129</td>
<td>0</td>
<td>129</td>
</tr>
<tr>
<td>Mansfield Campus</td>
<td>140</td>
<td>0</td>
<td>140</td>
</tr>
<tr>
<td>Marion Campus</td>
<td>163</td>
<td>0</td>
<td>163</td>
</tr>
<tr>
<td>Newark Campus</td>
<td>247</td>
<td>0</td>
<td>247</td>
</tr>
<tr>
<td>Ofc of Business and Finance</td>
<td>376</td>
<td>1</td>
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<td>Ofc of Health Sciences</td>
<td>1081</td>
<td>3</td>
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<td>Ofc of Student Life</td>
<td>1028</td>
<td>3</td>
<td>1031</td>
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<td>6</td>
<td>2092</td>
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<tr>
<td>Office of Human Resources</td>
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<tr>
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<td>44</td>
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<td>OSU Medical Center</td>
<td>14604</td>
<td>404</td>
<td>15008</td>
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<tr>
<td>Senior VP Admin &amp; Planning</td>
<td>1007</td>
<td>3</td>
<td>1010</td>
</tr>
<tr>
<td>Senior VP-Executive Officer</td>
<td>149</td>
<td>0</td>
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</tr>
<tr>
<td>University Advancement</td>
<td>450</td>
<td>1</td>
<td>451</td>
</tr>
<tr>
<td>Grand Total</td>
<td>35744</td>
<td>1104</td>
<td>35858</td>
</tr>
</tbody>
</table>

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

February 24, 2021 – Research, Innovation & Strategic Partnerships Committee

Voting Members Present by Zoom Virtual Meeting:

- Lewis Von Thaer
- Alexander R. Fischer
- Anand Shah
- Erin P. Hoeflinger
- Hiroyuki Fujita
- Gary R. Heminger (ex officio)
- Cheryl L. Krueger
- Reginald A. Wilkinson

Members Absent:

N/A

PUBLIC SESSION

The Research, Innovation & Strategic Partnerships Committee of The Ohio State University Board of Trustees convened on Wednesday, February 24, 2021, virtually over Zoom. Committee Chair Lewis Von Thaer called the meeting to order at 1:00 p.m.

Items for Discussion:

1. Committee Chair’s Remarks: Mr. Von Thaer kicked off this inaugural meeting of the new Research, Innovation & Strategic Partnerships Committee with a brief welcome to the committee members. He also thanked Erin Hoeflinger for agreeing to serve as the committee’s vice chair.

2. Discussion of the Research, Innovation & Strategic Partnerships Committee Charter: Mr. Von Thaer shared the draft committee charter for review, noting that this committee will focus on providing oversight for five primary areas – (1) the research enterprise; (2) corporate partnerships; (3) innovation and technology commercialization; (4) entrepreneurships and university-enabled startups; and (5) relevant policies. There were no questions on the charter, which will be brought forward for approval at the next meeting in May 2021.

3. Research, Innovation and Knowledge Enterprise Overview: Dr. Grace Wang, Executive Vice President, gave the committee an overview of Ohio State’s new Enterprise for Research, Innovation and Knowledge. She began by sharing her thoughts on the innovation and research ecosystem that exists at Ohio State, and how the interconnected exchange of talent, the flow of technology, expertise and ideas, the identification of funding sources and partnerships, and the ability to move technologies into the marketplace all work together to ensure that this ecosystem is a living, breathing system with room for growth. To help this ecosystem grow, the new office that Dr. Wang is leading will integrate the offices of research, technology commercialization, corporate partnerships, and entrepreneurship and startups as well as the Innovation District.

(See Attachment XLVI for background information, page 1107)
Items for Discussion (continued)

4. Ohio State Research Strengths, Key Opportunities and Highlights: Dr. Morley Stone, Senior Vice President for Research, shared that in FY20, the university reached $968.3 million in total annual research expenditures, ranked in the top five for industry-sponsored research (with $150.2 million) among all universities and had approximately 3 million square feet of space assigned to organized research. In terms of research strengths, Ohio State has been very strong in its volume of publication output and the university’s standing is above average in federal and non-federal R&D expenditures. However, there are key opportunities for growth. Dr. Stone and Dr. Wang touched on the need to strategically recruit thought leaders amongst the faculty who can help drive impactful research in key growth areas.

Dr. Wang shared that the goal is to look at how Ohio State can utilize its research and innovation ecosystem to address societal challenges while also building large-scale research institutes. She cited a handful of specific societal challenges, including world population growth and aging, as well as fundamental human needs (e.g., energy, water, food, health), that the university will want to address through research. Driving factors for improving these areas include advanced computing, worldwide connectivity and life science breakthroughs. Dr. Stone highlighted two researchers at Ohio State – Dr. Darren Drewry and PhD candidate Devin Swiner – who personify the future of research at Ohio State.

(See Attachment XLVII for background information, page 1111)

EXECUTIVE SESSION

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

A roll call vote was taken, and the committee voted to go into executive session with the following members present and voting: Mr. Von Thaer, Mrs. Hoeftinger, Ms. Krueger, Mr. Fischer, Dr. Fujita, Dr. Wilkinson, Mr. Shah and Mr. Heminger.

The committee entered executive session at 1:41 p.m. and the meeting adjourned at 2:13 p.m.
Research, Innovation and Knowledge Enterprise

Grace Wang

Board of Trustees Meeting, Feb. 24, 2021
Research & Innovation Ecosystem

University  Industry  Startups

Investors  Government  Community  Market
Growing Research, Innovation and Knowledge Enterprise

Empower Talent

Catalyze Innovation, Partnerships and Entrepreneurships

Grow Research Capacities and Capabilities

Knowledge

Innovation

Research
Research, Innovation & Knowledge Enterprise

Research

Technology Commercialization

Innovation District

Corporate Partnerships

Entrepreneurship & Startups
<table>
<thead>
<tr>
<th>3 Million</th>
<th>$968.3 Million</th>
<th>Top 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Square Feet Assigned to Organized Research</td>
<td>in Total Annual Research Expenditures – FY2020</td>
<td>Consistent Ranking in Industry-Sponsored Research – Among all universities ($150.2M, FY2020)</td>
</tr>
</tbody>
</table>
Research Strengths
CWTS Leiden University Ranking 2020 for Ohio State (Top 50 in the U.S.)
Benchmarking vs. AAU Public Universities
By Total Annual R&D Expenditures (FY2019)

AAU refers to American Association of Universities. AAU is composed of 65 America's leading research universities, of which 38 of them are public institutions.
Total Annual R&D Expenditures vs. # of Active PIs
AAU Public Universities (FY2019)

AAU refers to American Association of Universities. AAU is composed of 65 America's leading research universities, of which 38 of them are public institutions.
Key Opportunities
• In 1960, about 9% of Americans were ages 65 and older.

• By 2060, about 24% of Americans will be ages 65 and older.

Source: PRB analysis of data from the U.S. Census Bureau
By the end of 2018, there were an estimated 22 billion internet of things (IoT) connected devices in use around the world.

Forecasts suggest that by 2030 around 50 billion of these IoT devices will be in use around the world, creating a massive web of interconnected devices spanning everything from smartphones to kitchen appliances.

• CRISPR: Site-Specific Gene-Editing
• Cancer Immunotherapy
• Vaccine Design
• Mini-Organs
• Why We Sleep: Brain Mapping & Imaging
• Our Microbes, Our Health
• ...
Scale
Nano- to micro- to macro-scale

Scope
Data & computing driven

Smart
AI-enabling, more connected

Speed
Much faster, real-time or near real-time
Researcher Highlights
Dr. Darren Drewry

Highlights – Agricultural Engineering

Powe Junior Faculty Enhancement Award - 2020
Assistant Professor, Department of Food, Agricultural and Biological Engineering

February 23-25, 2021, Board of Trustees Meetings
Highlights – Chemistry/Biochemistry

Devin Swiner

Next Generation Innovator of the Year - 2020
Graduate Student, Department of Chemistry and Biochemistry
Summary of Actions Taken

February 24, 2021 – Academic Affairs and Student Life Committee Meeting

Voting Members Present by Zoom Virtual Meeting:

<table>
<thead>
<tr>
<th>Brent R. Porteus</th>
<th>Michael Kiggin</th>
<th>Susan V. Olesik</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jeff M.S. Kaplan</td>
<td>Elizabeth A. Harsh</td>
<td>Gary R. Heminger (ex officio)</td>
</tr>
<tr>
<td>Abigail S. Wexner</td>
<td>Reginald A. Wilkinson</td>
<td></td>
</tr>
<tr>
<td>Elizabeth P. Kessler</td>
<td>Carly G. Sobol</td>
<td></td>
</tr>
</tbody>
</table>

Members Absent:

N/A

Public Session

The Academic Affairs & Student Life Committee of The Ohio State University Board of Trustees convened on Wednesday, February 24, 2021, virtually over Zoom. Committee Chair Brent Porteus called the meeting to order at 2:28 p.m.

Items for Discussion

1. Provost’s Report: The committee welcomed its newest members – Reginald Wilkinson, Elizabeth Harsh and Carly Sobol – before moving into the items for discussion. During his report, Provost Bruce McPheron gave an update on the mix of in-person, online and blended teaching and learning modes for the Spring 2021 semester. In Autumn 2020, 49% of course sections were taught online, and that number increased to 54% in Spring 2021. In-person teaching remained at about 30%. Most Ohio State students continue to schedule courses that include a mix of in-person and online elements. A third of students are taking fully online courses in Spring 2021, up from 25% in Autumn 2020. Provost McPheron also shared information about the SpringFoward academic recovery program, which provides at-risk undergraduate students with opportunities and support to succeed at Ohio State. Created in 2017, SpringForward has traditionally supported new first-year students who have a cumulative GPA below 2.5. Since 2018, the program has partnered with the Second-year Transformational Experience Program (STEP) to support its participants during their second year. A similar partnership with STEP and Buckeyes First, a program for incoming first-generation students, is being piloted in Autumn 2021. SpringForward has also expanded its outreach during the pandemic, increasing its target audience for Spring 2021 to include students who took multiple classes with Pass/No Pass grading in Autumn 2020 and expanding its overall cohort size. (See Attachment XLVIII for background information, page 1134)

2. Senior Vice President for Student Life’s Report and Presentation: Dr. Melissa Shivers, Senior Vice President for Student Life, shared her experience as a new administrator at Ohio State and how the pandemic enabled her to swiftly learn about the university’s processes and procedures, and to get to know the Student Life team and the student body in a way that would only be possible during a time of crisis. This allowed her to envision a future for Student Life at Ohio State that emphasizes a traditional, residential experience while also amplifying opportunities and services through digital channels.
In March 2020, 15,279 students were depopulated from campus over a nine-day period at the start of the pandemic, which led to more than 2,300 virtual programs and services having to be offered. There were 2,169 students housed in on-campus isolation/quarantine and 41,000 kindness and support calls were made to students. In August, Dr. Shivers announced her vision for Student Life at Ohio State that targets six core areas of focus – Student Engagement and Support, Well-being and Health, Residential Experience, Academic Partnership and Career Success, Inclusion and Belonging, and Administrative Excellence. She walked through her ideas and aspirations for advancing each of these areas, and then she was joined by two students – Ben Smith, current president of BuckeyeThon, and Ishan Patel, past president of BuckeyeThon – who shared their experiences as student leaders in transitioning a fully in-person Dance Marathon into a fully virtual event and the implications and opportunities of doing so.

(See Attachment XLIX for background information, page 1136)

3. Our Faculty: A Strategic Overview: Provost McPherson gave an overview of the university’s current faculty and how Ohio State works to attract, retain and support faculty members throughout its colleges and at all campuses. As of Autumn 2020, Ohio State employed nearly 7,600 faculty members in four appointment types – tenure-track, clinical/teaching/practice, research and, finally, associated faculty. Over the past decade, the number of tenure-track faculty has decreased while the numbers of clinical faculty and associated faculty have grown. Key priorities moving forward include accelerating investments in academic excellence and expanding faculty with a focus on research productivity, diversity of faculty and improved student-faculty ratios to further enhance student learning outcomes. Based on President Kristina M. Johnson’s vision, a top academic priority will be to hire 350 additional tenure-track faculty through several initiatives.

(See Attachment L for background information, page 1158)

4. Our Increasingly Strong and Diverse Student Body: Provost McPherson gave an overview of the university’s current student body at all levels, which will serve as a baseline for the committee to review the upcoming strategic enrollment plan for 2022-2024. Our student body has grown in size, quality and diversity. The university enrolled 67,957 students in autumn 2020, including 53,557 undergraduates, 11,110 graduate students and 3,290 professional students. Due to the pandemic, the entering class of new first year students admitted to the Columbus campus was larger than typical in 2020, with a smaller international cohort. More than 18,000 students earned degrees in 2020, a number that has been steadily increasing over time, and nearly three-quarters of the conferred degrees were at the undergraduate level. Enrollment has grown 6% since 2010, and undergraduates made up about 79% of all students last year. Additionally, 79% of undergraduates across all campuses were Ohio residents.

(See Attachment LI for background information, page 1172)

5. Discussion of the Academic Affairs & Student Life Committee Charter: Mr. Porteus discussed potential updates to the current Academic Affairs, Student Life & Research Committee charter. These updates will reflect the transition of research responsibilities to a new committee of the board. A revised charter will be brought forward for approval at the May 2021 board meeting.

Items for Action

6. Approval of Minutes: No changes were requested to the November 18, 2020, meeting minutes; therefore, a formal vote was not required, and the minutes were considered approved.
Items for Action (continued)

7. Resolution No. 2021-78, Revision of the Faculty Discipline Process – Changes to the Rules of the University Faculty

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 rule 3335-5-04 ("the 04 Rule") in the Rules of the University Faculty were approved by the University Senate on January 28, 2021:

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 LI for background information, page 1323)

8. Resolution No: 2021-79, Revision of the Grading Policies – Changes to the Rules of the University Faculty

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 rule 3335-8-21 (L) in the Rules of the University Faculty were approved by the University Senate on January 28, 2021:

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 LII for background information, page 1357)
**Items for Action (continued)**

9. Resolution No: 2021-80, Faculty Personnel Actions

BE IT RESOLVED, That the Board of Trustees hereby approves the faculty personnel actions as recorded in the personnel budget records of the university since the November 19, 2020, 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>NICOLE P. BERNAL</td>
<td>Professor-Clinical (American Electric Power Foundation Chair in Burn Care)</td>
<td>Medicine</td>
<td>March 1, 2021 through June 30, 2025</td>
</tr>
<tr>
<td>DELIANG GUO</td>
<td>Professor (Urban and Shelley Meyer Professorship in Cancer)</td>
<td>Medicine</td>
<td>March 1, 2021 through June 30, 2025</td>
</tr>
<tr>
<td>*AYANNA HOWARD</td>
<td>Dean (Monte Ahuja Endowed Dean's Chair)</td>
<td>Engineering</td>
<td>March 1, 2021 through June 30, 2026</td>
</tr>
<tr>
<td>RYAN D. KING</td>
<td>Divisional Dean, Social and Behavioral Sciences</td>
<td>Arts and Sciences</td>
<td>January 1, 2021 through June 30, 2025</td>
</tr>
<tr>
<td>LINDA LOBAO</td>
<td>Professor (Distinguished Professor-CFAES)</td>
<td>Food, Agricultural, and Environmental Sciences</td>
<td>January 1, 2021 through December 31, 2026</td>
</tr>
<tr>
<td>M. SUSIE WHITTINGTON</td>
<td>Professor (Distinguished Professor-CFAES)</td>
<td>Food, Agricultural, and Environmental Sciences</td>
<td>January 1, 2021 through December 31, 2026</td>
</tr>
<tr>
<td>AHMED YOUSEF</td>
<td>Professor (Distinguished Professor-CFAES)</td>
<td>Food, Agricultural, and Environmental Sciences</td>
<td>January 1, 2021 through December 31, 2026</td>
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</table>

*New Hire

### Reappointments

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<th>Name</th>
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<th>Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>W.C. BENTON</td>
<td>Professor (Edwin D. Dodd Professorship in Management)</td>
<td>Fisher College of Business</td>
<td>September 1, 2021 through August 31, 2026</td>
</tr>
<tr>
<td>Name</td>
<td>Title</td>
<td>College</td>
<td>Term</td>
</tr>
<tr>
<td>--------------------</td>
<td>----------------------------------------------------------------------</td>
<td>---------------------------------------</td>
<td>-------------------------------------------</td>
</tr>
<tr>
<td>DAN CHOW</td>
<td>Professor (Frank E. and Virginia H. Bazler Chair in Business Law)</td>
<td>Moritz College of Law</td>
<td>November 15, 2020 through November 15, 2025</td>
</tr>
<tr>
<td>KATHERINE H. FEDERLE</td>
<td>Professor (Joseph S. Platt-Porter, Wright, Morris, &amp; Arthur Professorship)</td>
<td>Moritz College of Law</td>
<td>November 15, 2020 through November 15, 2025</td>
</tr>
<tr>
<td>EDWARD FOLEY</td>
<td>Professor (Charles W. Ebersold and Florence Whitcomb Ebersold Chair)</td>
<td>Moritz College of Law</td>
<td>November 15, 2020 through November 15, 2025</td>
</tr>
<tr>
<td>JOHN FULTON</td>
<td>Professor (Food, Agricultural and Biological Engineering Professorship)</td>
<td>Food, Agricultural, and Environmental Sciences</td>
<td>August 16, 2019 through August 15, 2024</td>
</tr>
<tr>
<td>LARRY GARVIN</td>
<td>Professor (Lawrence D. Stanley Professorship in Law)</td>
<td>Moritz College of Law</td>
<td>November 15, 2020 through November 15, 2025</td>
</tr>
<tr>
<td>TIM JUDGE</td>
<td>Professor (Joseph A. Alutto Chair in Leadership Effectiveness)</td>
<td>Fisher College of Business</td>
<td>September 1, 2021 through August 31, 2026</td>
</tr>
<tr>
<td>RUSTIN M. MOORE</td>
<td>Dean (Ruth Stanton Chair in Veterinary Medicine)</td>
<td>Veterinary Medicine</td>
<td>January 1, 2021 through June 30, 2025</td>
</tr>
<tr>
<td>PETER SHANE</td>
<td>Professor (Jacob E. Davis and Jacob E. Davis II Chair in Law)</td>
<td>Moritz College of Law</td>
<td>November 15, 2020 through November 15, 2025</td>
</tr>
<tr>
<td>RIC SIMMONS</td>
<td>Professor (Chief Justice Thomas J. Moyer Professorship for the Administration of Justice and Rule of Law)</td>
<td>Moritz College of Law</td>
<td>November 15, 2020 through November 15, 2025</td>
</tr>
<tr>
<td>MARC SPINDEL MAN</td>
<td>Professor (Isadore and Ida Topper Professorship in Law)</td>
<td>Moritz College of Law</td>
<td>November 15, 2020 through November 15, 2025</td>
</tr>
</tbody>
</table>

(See Appendix LIII for background information, page 1360)
Items for Action (continued)

10. Resolution No: 2021-81, Degrees and Certificates

Synopsis: Approval of Degrees and Certificates for spring term 2021 is proposed.

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

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

WHEREAS the College of Education and Human Ecology and the Office of Undergraduate Education have recommended that Justice Landers be awarded a Bachelor of Science degree, posthumously; and

WHEREAS the College of Social Work and the Graduate School have recommended that Victoria Strauss be awarded a Master’s in Social Work degree, posthumously:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the degrees and certificates to be conferred on May 9, 2021, to those persons who have completed the requirements for their respective degrees and certificates and are recommended by the colleges and schools; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves that Justice Landers be awarded a Bachelor of Science degree and that Victoria Strauss be awarded a Master’s in Social Work degree, posthumously.

(See Appendix LIV for background information, page 1362)

11. Resolution No: 2021-82, Honorary Degrees

Synopsis: Approval of the honorary degrees listed below is proposed.

WHEREAS the Committee on Honorary Degrees of the University Senate, pursuant to rule 3335-5-48.8 of the Administrative Code, have approved for recommendation to the Board of Trustees the awarding of honorary degrees as listed below:

David D. Awschalom Doctorate of Science
Robert Bilott Doctorate of Science
Robert Langer Doctorate of Science

NOW THEREFORE

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

(See Appendix LV for background information, page 1477)
Action: Upon the motion of Mr. Porteus, seconded by Mr. Kaplan, the board adopted the foregoing motions by unanimous voice vote with the following members present and voting: Mr. Porteus, Mr. Kaplan, Mrs. Wexner, Ms. Kessler, Mr. Kiggin, Mrs. Harsh, Dr. Wilkinson, Ms. Sobol, Dr. Olesik and Mr. Heminger.

Written Report

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

a. Academic Affairs, Student Life & Research Scorecard
(See Attachment LII for background information, page 1181)

EXECUTIVE SESSION

It was moved by Mr. Porteus, and seconded by Dr. Olesik, that the board recess into executive session to discuss business-sensitive trade secrets and student conduct matters required to be kept confidential by federal and state statutes, and to consult with legal counsel regarding pending or imminent litigation.

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

The board entered executive session at 3:40 p.m. and the board meeting adjourned at 3:54 p.m.
In Spring 2021, Ohio State instructors continue to offer courses in person, online and in blended formats.

**HOW SECTIONS ARE TAUGHT**

In Autumn 2020, 49% of course sections were taught online, and that number increased to 54% in Spring 2021. In person teaching remained about 30%. Teaching modes reflect instructional decisions about how best to deliver course material; student preferences; and the effect of COVID-19 related absences on teaching and learning.

**HOW STUDENTS ARE LEARNING**

Most Ohio State students continue to schedule courses that include a mix of in person and online elements. A third of students are taking fully online courses in Spring 2021, up from 25% in Autumn 2020.

Students' course schedules

<table>
<thead>
<tr>
<th></th>
<th>Autumn 2020</th>
<th>Spring 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>All in person</td>
<td>2%</td>
<td>25%</td>
</tr>
<tr>
<td>Mostly in person or blended</td>
<td>13%</td>
<td>33%</td>
</tr>
<tr>
<td>Half in person / half online</td>
<td>10%</td>
<td>52%</td>
</tr>
<tr>
<td>Mostly online or blended</td>
<td>58%</td>
<td>52%</td>
</tr>
<tr>
<td>All online</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>

Online courses are coded as “distance learning.” Blended courses are coded as “hybrid” or “distance enhanced.”

All data represent full-time, degree-seeking students across all ranks and all campuses who are not in fully online programs.

Autumn data are from Oct. 11, 2020. Spring data are from Jan. 27.
SpringForward is an academic recovery program that provides at-risk undergraduate students with opportunities and support to succeed at Ohio State. Created in 2017, SpringForward has traditionally supported new first-year students (NFYS) who have a cumulative GPA below 2.5 with the following:

- A 2-credit course, Becoming a Self-Regulated Learner (ESEPSY 2059), taught in partnership with the Dennis Learning Center.
- For eligible students, a comprehensive summer enrichment and scholarship program before their second year, which includes academic coaching, advising and community building. Participating students receive ongoing support after completing the summer program.

Initial data show that SpringForward students see their GPA increase by more than 0.6 on average in their first year. In many cases, that allows them to remain eligible for financial aid and return to good academic standing.

**EXPANDED OUTREACH AND COVID-19**

SpringForward has expanded since its creation in 2017, and the program has enhanced outreach during the pandemic. Since 2018, the program has partnered with the Second-year Transformational Experience Program to support SpringForward participants during their second year. A similar partnership with STEP and Buckeyes First, a program for incoming first-generation students, is being piloted in Autumn 2021. Other outreach includes:

- Expanded its target audience to 2,788 new first-year, campus change and transfer students in Spring 2021. In Spring 2020, the program targeted an audience of 656 new first-year students and one transfer student.
- Increased its target audience for Spring 2021 to include students who took multiple classes with Pass/No Pass grading in Autumn 2020.
- Increased the number of seats offered for the Becoming a Self-Regulated Learner course from 171 seats in Spring 2020 to 213 seats in Spring 2021.
- Expanding its summer cohort size from 55 students in 2020 to 75 students in 2021.

**SPRINGFORWARD STUDENT OUTREACH IN 2020 V. 2021**

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students invited to apply for SpringForward programming</td>
<td>657</td>
<td>2,788</td>
</tr>
<tr>
<td>New first-year</td>
<td>Campus change</td>
<td>Transfer</td>
</tr>
<tr>
<td>Average cumulative GPA*</td>
<td>2.235</td>
<td>2.233</td>
</tr>
<tr>
<td>First-generation</td>
<td>68.8%</td>
<td>31.5%</td>
</tr>
<tr>
<td>Underrepresented minority</td>
<td>24.8%</td>
<td>23.6%</td>
</tr>
</tbody>
</table>

* 2020 grades were influenced by expanded Pass/No Pass grading.

**SPRINGFORWARD 2020 COHORT HIGHLIGHTS**

- 55 participants
- 66% Pell eligible
- 8 Honors & Scholars | 15 Young Scholar Program | 9 Morrill Scholarship Program students
- 92.7% improved their cumulative GPA between time of application and program completion
- Average GPA increased from 1.988 (Autumn 2019) to 2.684 (Summer 2020)
The Ohio State University’s rich legacy was born in a single building that served multiple purposes: classroom, laboratory and living space. Over the years, these complementary uses have emerged as hallmarks of the Buckeye experience: Learning. Innovation. On-campus experience. As our state’s flagship and land-grant institution, we continue to serve as the leading center of education and knowledge creation, and the way we deliver the Ohio State experience continues to evolve in ways that make our university ever-more accessible.

In response to the COVID-19 pandemic, it has been important to look to our founding guideposts to map the path forward, looking for ways to preserve our strategic positioning, while advancing our reach and impact, as a land-grant institution was founded to do. A strong focus on our virtual environments has been key so that we could advance new opportunities to deliver the incomparable Buckeye experience. Many of these digital enhancements will make our institution stronger in the long-term.

Now, as we plan for life post-COVID, we must remember that it is the moments and memories made on our campuses that build the core of the iconic Buckeye experience that has been sought by and delivered to hundreds of thousands since our founding.

The residential experience has been cited by research as the single-most important piece of the collegiate experience, contributing to critical learning and student development. (Pascarella & Terenzini, 1991). Residential living contributes to increased retention and persistence by creating social integration and sense of belonging for all students, and especially for diverse student populations (Mayhew et al., 2016). This is especially true for our “at-promise” student groups, such as low-income, first generation and students of color.

Ohio State has advanced as a national leader in providing an excellent, affordable education and promoting economic diversity. It is crucial that we consider these efforts and values in our decision-making process. We must ensure we are building in opportunities and structures that maintain access to a holistic experience for our at-promise students.

A review of the research literature supports that:

- Living on campus is critical to student learning, development, retention, persistence and overall success.
- The residential experience fosters social integration and a sense of belonging on campus that is challenging to replicate in virtual environments.
- It is imperative that institutions provide appropriate support and resources to student populations that demonstrate greater need for such supports. These groups include but are not limited to low-income, first generation, students of color, international students and students identifying as LGBTQIA+. Research suggests these groups especially benefit from a residential experience.

Data from the 2020 Student Life Survey demonstrates the strong relationships between a residential experience and student involvement belonging. Among first-year students, 76% of those living on campus are involved in a co-curricular activity (e.g., student organization,
Student Life-program, community service or service-learning), compared to 26% of their peers living off-campus. Ninety-three percent of second-years living on campus are involved compared to 63% of second-years living off-campus. When asked if they feel like a member of the Ohio State community, a question designed to get at sense of belonging, students living in the residence halls were significantly more likely to agree (92% of first-year and 93% of second-years on campus compared to 81% of first-years and 84% of second-years off campus).

These gaps in involvement and sense of belonging are larger among some of our at-promise student populations. For example, among all first- and second-year students, 80% of first-generation students living on-campus are involved, compared to 29% of those living off-campus (for reference, the gap among non-first-generation peers is 83% involved living on-campus compared to 59% involved living off-campus). Ninety-six percent of first-generation students living on-campus feel like a member of the Ohio State community, compared to 79% of their peers living off-campus. Among non-first-generation students, 91% of those living on campus feel like a member of the community compared to 85% of those living off-campus.

As we continue our post-pandemic planning, we must consider the students’ experience, and how we can foster a safe and healthy environment that engenders communities and connections, regardless of students’ physical location but with a focus on creating spaces where our students can come together in ways that are meaningful and supportive of learning and academic progress.

References


Advancing an Extraordinary Student and Staff Experience:  
*The future of Student Life at Ohio State*

Given the unprecedented pace of change on today's college campuses, it is more important than ever that Ohio State’s Student Life organization be strategically positioned as innovative, forward-thinking, flexible and proactively meeting the needs of our always-changing student body and those of our staff members.

In August, Dr. Melissa Shivers announced a future vision for the Student Life organization that will align the division’s work and structure around six core areas of focus:

- Student Engagement and Support
- Well-being and Health
- Residential Experience
- Academic Partnership and Career Success
- Inclusion and Belonging
- Administrative Excellence

While these areas of focus are very consistent with the work of Student Life, what is different from the current structure is that the portfolios will be aligned to create more and advanced synergies within the individual work teams, while offering a more balanced foundation and scope of work at the senior leadership level. The foundational concepts that directed the restructuring analysis included:

- Aligning the organization with strategic priorities and emphasizing areas for development
- Emphasizing function-based teams to improve coordination and empower action
- Simplifying the organizational structure to increase efficiency
- Establishing a better-balanced span of control
- Setting the stage for professional development and more defined career paths
- Administrative balance and cost management and containment

Also, it is important to highlight that an intentional and sustained culture-strengthening effort will focus on:

- Appreciation
- Support
- Connection
- Care

A deeper dive into the six core areas of focus

Rather than a vertical or horizontal structure, the new team design organizes work around functions and strategic directions. Supporting the structure is the expectation of consistent cross-office collaboration, reinforced by leadership engagement strategies and continued use of enhanced and outcomes-based practices.
Below offers a closer look at each of the core areas:

**Student Engagement and Support:** As has been shared far and wide, “Creating the Extraordinary Student Experience” is the core mission of the Office of Student Life. The Student Engagement and Support group will ensure we are taking an innovative approach to our work with – and for – students, and will continually seek data and ideas to help monitor and meet current and future student needs. The area will take the lead on all aspects of student campus engagement and programming, with an emphasis on leadership, service and resiliency. The departments and programs that will report to Dean of Students and Associate Vice President for Student Engagement and Support include:

- Ohio Union
- Parent and Family Relations
- Sorority and Fraternity Life
- Student Activities and Orientation
- Student Advocacy
- Student Conduct

A new **Leadership and Service area** that will be overseen by an Executive Director of Leadership and Service, who will have a reporting line to Dr. Shivers, will include:

- Buckeye Leadership Fellows
- Buck-I-SERV
- Keith B. Key Buckeye Social Entrepreneurship Program
- Leadership Development
- OSU Votes
- Pay It Forward
- Student Philanthropy

**Well-being and Health:** This area will lead all aspects of student health and wellness. The team will advance our commitment to student and staff well-being and ensure collaboration and consistency among Student Life units, as well as campus partners. The departments and programs that will report to the Associate Vice President for Well-being and Health will include:

- Counseling and Consultation Service
- Recreational Sports and Esports
- Student Health Services
- Student Wellness Center
- Programs that focus on Student Life staff well-being

**Belonging and Inclusion:** It has never been more critical to create experiences and social engagement opportunities for all students and staff. To be successful, we must build structures, support and resources that foster – and lead to - a sense of belonging, which is critical to retention and persistence for students, and retention and engagement for staff members. This area is designed to create innovative and customized initiatives, as well as lasting and comprehensive programs that uphold and grow our commitment to inclusion, equity and diversity efforts. The unit will advance student and staff training and programming and will serve as campus liaisons and ambassadors. The departments and programs that will report to the Associate Vice President for Inclusion and Belonging will include:

- Disability Services
- Multicultural Center
- Social Change
Training and development
Programs that focus on Student Life Inclusion efforts

Residential Experience: Core to Ohio State’s legacy and success is our residential experience. This team will define, create and realize the future of the student residential experience, on- and off-campus, and will envision the Residential Experience 2.0. The group will also advance the next innovations in dining. The departments and programs that will report to the Associate Vice President for the Residential Experience include:

- Dining Services
- Housing Administration
- Off-Campus and Commuter Student Services
- Residence Life

Academic Partnership and Career Success: The partnership between the academic and co-curricular units are crucial to helping students make the most of their comprehensive student experience. This area will ensure alignment between the Office of Academic Affairs and the Office of Student Life and advance critical career outcomes, including spearheading Careers 2.0 for Student Life. The unit will also inspire and oversee an environment of assessment and data-driven decisions. The departments and programs that will report to the Associate Vice President for Academic Partnership and Career Success include:

- Buckeye Careers
- Career Counseling and Support Services
- Center for the Study of Student Life
- Graduate and Professional Student Programs and Services
- Student Life’s Student Employment Experience (SEE)
- Second-year Transformational Experience Program (STEP)
- Programs that focus on digital student engagement

Administrative Excellence: Organizational effectiveness, operational excellence and strategic communications are more than just buzz words. They are the cornerstone of strong and successful organizations, and the teams within this focus area will leverage our administrative structure for overarching collaboration, both within Student Life and also with university and community partners and supporters. The administrative operations will be split into two areas, the first that leverages the resources of fiscal management, technology services and facilities management. The departments and programs that will report to the Associate Vice President for Administration and Finance include:

- BuckID
- Budget and Planning
- Event and Conference Management
- Student Health Insurance
- Student Life Building Services
- Student Life Energy Management and Sustainability
- Student Life Environmental Services
- Student Life Facilities Operations
- Student Life Facilities Planning and Design
- Student Life Facilities Services
- Student Life Risk and Emergency Management
- Student Life Technology Services
The other administrative area will focus on strategic engagement for the Office of Student Life, including the operations and strategic priorities for the Senior Vice President for Student Life. Student Life Development will report to the Senior Vice President and the departments and programs that will report to the Associate Vice President and Chief of Staff include:

- Student Life Communications and Marketing
- Programs and initiatives that focus on partner engagement and innovation
Carpe Diem:
RE-ENVISIONING
STUDENT LIFE IN A POST(-ish) COVID COMMUNITY
COLLECTIVE LEADERSHIP

THREAT → CHALLENGE → REINVENTION
ESTABLISH **GUIDING PRINCIPLES**

- Health, safety and well-being of the students, faculty, staff and communities we serve
ALIGN WITH STRATEGIC POSITION

- Learning
- Innovation
- Experience
MEETING THE CHALLENGES

- Depopulated campus
- Reimagined all services and resources
- Planned and delivered a safe re-entry
- Addressed non-COVID issues
“I’d argue that it’s more fun to be on campus with some extra rules rather than being stuck at home without friends and professors to interact with.”

/// Olivia H., first-year engineering student, Georgia
BY THE NUMBERS

- 15,279 students depopulated from campus over nine days in March 2020
- 2,697 visits to the Buckeye Food Alliance
- Nearly 200 student engagements with Dr. Shivers
- More than 2,300 virtual programs and services offered
- 75,430 views on the Student Life YouTube channel
- 1,209 students with COVID-19 accommodations during autumn semester
- $665,000 given to students in emergency funds
BY THE NUMBERS

- 2,169 students housed in on-campus isolation and quarantine
- 245 Today’s Updates sent to Student Life staff
- 41,000 kindness and support calls made to students
REINVENTION

COVID-19 is an accelerator with permission-granting powers
STRATEGIC REALIGNMENT

Senior Vice President for Student Life

Academic Performance
Residential Experience
Student Engagement and Support
Well-being and Health
Belonging and Inclusion
Administrative Excellence
and Career Success
CORE AREAS OF FOCUS

- Student Engagement and Support
- Health and Well-being
- Residential Experience
- Academic Partnership and Career Success
- Belonging and Inclusion
- Administrative Excellence
THE FUTURE of our ICONIC OHIO STATE BUCKEYE EXPERIENCE.
Attachment L
Ohio State employs 7,596 faculty (autumn 2020) in four different appointment categories. Of the total, 836 faculty were part-time.

1. **Tenure track:** Instruction; research and creative inquiry; service to the university and the public at large

2. **Clinical/Teaching/Practice:** Primarily instruction in non-health sciences colleges and clinical providers and instruction in health sciences

3. **Research:** Research and graduate student mentoring.

4. **Associated:** Primarily instruction
FACULTY DISTRIBUTION & OTHER TRENDS

Faculty by appointment type
(Autumn 2010, 2015, 2020, full- and part-time)

- Tenure Track
- Clinical/Teaching/Practice
- Research
- Associated

AU 2010: 2,982
AU 2015: 2,738
AU 2020: 2,754

720 92 105 105 2,009 105 2,655

0 500 1,000 1,500 2,000 2,500 3,000 3,500 4,000 4,500

February 23-25, 2021, Board of Trustees Meetings
FACULTY DISTRIBUTION & OTHER TRENDS

Faculty by appointment type
(Autumn 2010, 2015, 2020, full- and part-time)

- Tenure Track
- Clinical/Teaching/Practice
- Research
- Associated

Portion of each category from College of Medicine
FACULTY DISTRIBUTION

University faculty – within and outside the College of Medicine

Autumn 2020

55%

University faculty excluding COM
4,191

45%

College of Medicine faculty
3,405
### FACULTY DISTRIBUTION

**Faculty distribution by college**
All appointment types, full- and part-time, Autumn 2020

<table>
<thead>
<tr>
<th>College</th>
<th>Tenure Track</th>
<th>Clinical/ Teaching/ Practice</th>
<th>Research</th>
<th>Associated</th>
</tr>
</thead>
<tbody>
<tr>
<td>College of Medicine</td>
<td>561</td>
<td>1,707</td>
<td>63</td>
<td>1,074</td>
</tr>
<tr>
<td>Arts &amp; Sciences</td>
<td>1,163</td>
<td>260</td>
<td>24</td>
<td>212</td>
</tr>
<tr>
<td>Business (Fricker)</td>
<td>150</td>
<td>200</td>
<td>10</td>
<td>150</td>
</tr>
<tr>
<td>Dentistry</td>
<td>50</td>
<td>100</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Educ. &amp; Human Ecology</td>
<td>30</td>
<td>50</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Engineering</td>
<td>10</td>
<td>20</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Food, Agr., Ent. Sci.</td>
<td>50</td>
<td>100</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Law (Moritz)</td>
<td>5</td>
<td>10</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Nursing</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Optometry</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Pharmacy</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Public Affairs (Glenn)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Public Health</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Social Work</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Veterinary Med</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Regional campuses</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

College of Medicine: 3,405 faculty members
FACULTY DISTRIBUTION & OTHER TRENDS

Faculty by appointment type
(Autumn 2010, 2015, 2020, full- and part-time)
HOW FACULTY ARE HIRED

• Hiring is based on strategic priorities set by each college and unit in alignment with university-level initiatives.

• Faculty hiring (excluding associated appointments) usually requires a national search. In all cases, we expect hiring from a diverse pool of highly qualified candidates.

• Based on the search committee report and the recommendation of the chair, the college dean decides whether to extend an offer.
HOW FACULTY ARE HIRED

• An appointment as an assistant professor in the tenure track is probationary without tenure. Appointment as associate professor or professor includes a positive decision on tenure. No faculty member attains tenure automatically.

  **Tenure** is decided by peers based on excellence in the scholarship of instruction, research and creative inquiry, outreach and service. The Office of Academic Affairs provides university-level expectations, and each tenure-initiating unit sets criteria appropriate to the discipline.

• In the case of **tenure-track faculty**, an assistant professor will ordinarily be considered for promotion and tenure in the sixth year of service, with promotion and tenure effective in the seventh year.
NON-TENURE TRACK PROMOTIONS

Clinical/teaching/practice faculty and research faculty

- Hired on fixed-term contract appointments (clinical: 3-5 years; research: 1-5 years) that do not entail tenure.

- Promotions are decided by peers based on position with greater emphasis on scholarship of instruction for clinical/teaching/practice faculty and research and creative inquiry for research faculty.

Lecturers (associated faculty)

- Hired on course, semester-long or 1-year appointments. Appointments can be full-time or part-time.

- May be promoted to senior lecturers. Appointments for senior lecturers range from 1 to 3 years.
University initiatives such as Targeted Investments in Excellence and the Discovery Themes challenge the boundaries of knowledge and serve the people of Ohio. They also shape our hiring priorities.

Through these and other efforts, Ohio State seeks to focus strengths across disciplines to collaboratively address society’s most pressing challenges.
DISCOVERY THEMES

The Discovery Themes were launched in 2014 to marshal the scholarly excellence of Ohio State in four broad interdisciplinary subject areas.

- Energy and Environment
- Food Production and Security
- Health and Wellness
- Humanities and the Arts

To date, 180 faculty have been hired across the eight Discovery Themes programs.

Translational Data Analytics, the initiative’s cross-cutting foundational program, has hired the most faculty — 58.
Faculty from three institutes that emerged from the Discovery Themes — **Translational Data Analytics, Infectious Diseases, and Sustainability** — have partnered with the state of Ohio on a rapid-response team to model COVID trends and to inform decisions about reopening businesses and schools.

The institutes also are working together on the **Rebuild, Renew, Reshape Initiative** to respond to the pandemic’s longer lasting effects related to sustainability, resilience and justice.
KEY PRIORITIES

- Accelerate investments in academic excellence
- Expand faculty with focus on:
  - Research productivity
  - Diversity of faculty
  - Improved student-faculty ratio to further enhance student learning outcomes
Attachment LI

Our Increasingly Strong & Diverse Student Body
Four key insights

1. The size, quality and diversity of our student body has grown steadily

2. Our enrollment planning encompasses all levels and campuses
   - National rankings tend to focus on Columbus campus undergraduates

3. Student success metrics have grown, but we remain focused on disparities

4. The upcoming enrollment plan must match our strategic goals, resources
Degrees awarded

- Bachelor's: 12,096
- Master's: 2,914
- Doctorate: 867
- Professional: 863
- Certificate: 192
- Associate: 1,165

Pre-semester conversion in gray
Overview of our student body

<table>
<thead>
<tr>
<th></th>
<th>AU2020</th>
<th>% of total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduates</td>
<td>53,557</td>
<td>78.8%</td>
</tr>
<tr>
<td>Graduate</td>
<td>11,110</td>
<td>16.3%</td>
</tr>
<tr>
<td>Professional</td>
<td>3,290</td>
<td>4.8%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>67,957</td>
<td>100%</td>
</tr>
</tbody>
</table>

Enrollment has grown 6% since 2010, driven by Columbus undergraduates.

<table>
<thead>
<tr>
<th>Location</th>
<th>AU2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Columbus</td>
<td>61,369</td>
</tr>
<tr>
<td>Regional campuses</td>
<td>6,588</td>
</tr>
<tr>
<td>Lima</td>
<td>998</td>
</tr>
<tr>
<td>Mansfield</td>
<td>1,012</td>
</tr>
<tr>
<td>Marion</td>
<td>1,158</td>
</tr>
<tr>
<td>Newark</td>
<td>2,873</td>
</tr>
<tr>
<td>CFAES Wooster</td>
<td>547</td>
</tr>
</tbody>
</table>

2020 enrollment by location

- Columbus 90%
- Regional campuses 10%
Columbus campus – NFYS undergraduates

Ohio State has strengthened its national & international reputation while serving students from Ohio. With regional campuses and transfer students, 79% of Ohio State’s undergraduates are from Ohio.

<table>
<thead>
<tr>
<th>New first-year students (NYFS)</th>
<th>AU10</th>
<th>AU19</th>
<th>Change from AU10</th>
<th>AU20</th>
<th>Change from AU10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number enrolled</td>
<td>6,549</td>
<td>7,630</td>
<td>+16.5%</td>
<td>8,602</td>
<td>+31.3%</td>
</tr>
<tr>
<td>Ohio residents</td>
<td>78.6%</td>
<td>67.7%</td>
<td>-10.9%</td>
<td>71.1%</td>
<td>-7.5%</td>
</tr>
<tr>
<td>U.S. non-residents</td>
<td>14.1%</td>
<td>23.5%</td>
<td>+9.4%</td>
<td>24.4%</td>
<td>+10.3%</td>
</tr>
<tr>
<td>International</td>
<td>7.3%</td>
<td>8.8%</td>
<td>+1.5%</td>
<td>4.5%</td>
<td>-2.8%</td>
</tr>
<tr>
<td>Minority</td>
<td>16.6%</td>
<td>25.4%</td>
<td>+8.8%</td>
<td>24.3%</td>
<td>+7.7%</td>
</tr>
<tr>
<td>First Generation</td>
<td>18.3%</td>
<td>23.7%</td>
<td>+5.4%</td>
<td>19.2%</td>
<td>+0.8%</td>
</tr>
<tr>
<td>Pell</td>
<td>20.0%</td>
<td>18.2%</td>
<td>-1.8%</td>
<td>16.4%</td>
<td>-3.6%</td>
</tr>
</tbody>
</table>

Due to the pandemic, our 2020 class was larger with a smaller international cohort.

The diversity of our students is a critical part of our land-grant mission.
Columbus campus – NFYS undergraduates

New students are arriving better prepared and with more college credits.

<table>
<thead>
<tr>
<th>New first-year students (NYFS)</th>
<th>AU10</th>
<th>AU19</th>
<th>Change from AU10</th>
<th>AU20</th>
<th>Change from AU10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Avg. ACT</td>
<td>27.8</td>
<td>29.5</td>
<td>+1.7</td>
<td>28.8</td>
<td>+1</td>
</tr>
<tr>
<td>Top 10% of HS class</td>
<td>54%</td>
<td>61%</td>
<td>+7%</td>
<td>55%</td>
<td>+1%</td>
</tr>
<tr>
<td>Top 25% of HS class</td>
<td>89%</td>
<td>94%</td>
<td>+5%</td>
<td>91%</td>
<td>+2%</td>
</tr>
<tr>
<td>% with college credit</td>
<td>71.9%</td>
<td>85.3%</td>
<td>+13.4%</td>
<td>78.0%</td>
<td>+6.1%</td>
</tr>
<tr>
<td>% entering as Rank 2</td>
<td>10.4%</td>
<td>27.6%</td>
<td>+17.2%</td>
<td>23.4%</td>
<td>+13.0%</td>
</tr>
</tbody>
</table>
## Student Success – Columbus undergraduates

### Graduation rates

<table>
<thead>
<tr>
<th>Reporting Year</th>
<th>4-year rate</th>
<th>6-year rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>78.0%</td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>79.7%</td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>82.1%</td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>83.2%</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>83.5%</td>
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</tr>
<tr>
<td>2015</td>
<td>83.1%</td>
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<td>2016</td>
<td>83.1%</td>
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</tr>
<tr>
<td>2018</td>
<td>83.5%</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>88.8%</td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td>68.7%</td>
<td>87.0%</td>
</tr>
</tbody>
</table>

### 1st-year retention

<table>
<thead>
<tr>
<th>Reporting Year</th>
<th>1st-year retention</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>92.8%</td>
</tr>
<tr>
<td>2011</td>
<td>92.8%</td>
</tr>
<tr>
<td>2012</td>
<td>91.6%</td>
</tr>
<tr>
<td>2013</td>
<td>92.4%</td>
</tr>
<tr>
<td>2014</td>
<td>93.7%</td>
</tr>
<tr>
<td>2015</td>
<td>93.8%</td>
</tr>
<tr>
<td>2016</td>
<td>94.2%</td>
</tr>
<tr>
<td>2017</td>
<td>94.5%</td>
</tr>
<tr>
<td>2018</td>
<td>94.4%</td>
</tr>
<tr>
<td>2019</td>
<td>94.1%</td>
</tr>
<tr>
<td>2020</td>
<td></td>
</tr>
</tbody>
</table>
Graduate student overview

- 2,571 incoming students in Autumn 2020, down from 2,715 in Autumn 2019 (the pandemic reduced the number of new international graduate students)
- 2020 cohort was 21.7% minority, up from 17.8%
- Average incoming GPA is consistently about 3.5

Performance of PhD students, by cohort

<table>
<thead>
<tr>
<th></th>
<th>2012-14</th>
<th>2015-17</th>
<th>2018-20 Change from 2012-14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Median time to degree</td>
<td>5.7</td>
<td>5.4</td>
<td>5.3 -0.4</td>
</tr>
<tr>
<td>Degree or retained after 3 years</td>
<td>86.4%</td>
<td>88.0%</td>
<td>89.1% +2.7%</td>
</tr>
<tr>
<td>Ph.D. by 6 years</td>
<td>55.2%</td>
<td>59.9%</td>
<td>TBD n/a</td>
</tr>
<tr>
<td>Ph.D. by 9 years</td>
<td>70.8%</td>
<td>TBD</td>
<td>TBD n/a</td>
</tr>
</tbody>
</table>

Overall graduate enrollment

- 2010: 10,665
- 2011: 10,575
- 2012: 10,013
- 2013: 10,393
- 2014: 10,483
- 2015: 10,672
- 2016: 11,097
- 2017: 11,285
- 2018: 11,110
- 2019: 10,389
- 2020: 10,219

2020 total (PhD and master’s) enrollment

- U.S. non-residents: 21%
- Ohio residents: 54%
- International: 25%
Enrollment planning process

• Multi-year strategic enrollment plan under development
• Plan will begin with academic year 2022-23

Focus is comprehensive: undergraduate, graduate and professional
  o All campuses: Columbus, Lima, Mansfield, Marion, Newark, Wooster
  o Ohio State Online
  o College Credit Plus

• Strategy will be aligned with other priorities, resources
# Attachment LII

## Teaching and Learning

<table>
<thead>
<tr>
<th>Measurement</th>
<th>2017-18</th>
<th>2018-19</th>
<th>2019-20</th>
<th>2020-21 Status</th>
<th>5-7 Year Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty Who Have Completed Instructional Redesign (n = 1,422)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>100 (cumulative)</td>
<td>853</td>
</tr>
<tr>
<td>Gateway/Of Critical Department Courses Redesigned (n = 100)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>2 (cumulative)</td>
<td>75</td>
</tr>
<tr>
<td>Percentage of faculty who completed Teaching Practices Inventory</td>
<td>Launched in 2019</td>
<td>74.9%</td>
<td>82.7%</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Total institutional aid awarded to students (Ohio residents)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Degree completions (All Campuses)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Student Success</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Total number of publications, citations and other creative expression indicators</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

## Access and Affordability

<table>
<thead>
<tr>
<th>Measurement</th>
<th>2017-18</th>
<th>2018-19</th>
<th>2019-20</th>
<th>2020-21 Status</th>
<th>5-7 Year Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of FY18 Pell recipients</td>
<td>Columbus</td>
<td>94.2%</td>
<td>94.5%</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Total number of publications, citations and other creative expression indicators</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Degree completions (All Campuses)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

## Student Experience and Success

<table>
<thead>
<tr>
<th>Measurement</th>
<th>2017-18</th>
<th>2018-19</th>
<th>2019-20</th>
<th>2020-21 Status</th>
<th>5-7 Year Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>First-year retention rates</td>
<td>Columbus</td>
<td>94.2%</td>
<td>94.5%</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Total number of publications, citations and other creative expression indicators</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Degree completions (All Campuses)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

## Research and Creative Expression/Excellence and Faculty Success

<table>
<thead>
<tr>
<th>Measurement</th>
<th>2017-18</th>
<th>2018-19</th>
<th>2019-20</th>
<th>2020-21 Status</th>
<th>5-7 Year Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total R&amp;D Expenditures/US university rank - NSF HERD</td>
<td>Expenditures</td>
<td>$875M</td>
<td>$925M</td>
<td>Available Fall 2021</td>
<td>$1.1B</td>
</tr>
<tr>
<td>Total number of publications, citations and other creative expression indicators</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Technology Commercialization</td>
<td>Gross License Income</td>
<td>$7,072,860</td>
<td>$8,862,863</td>
<td>Available October 2021</td>
<td>$9,000,000</td>
</tr>
<tr>
<td>Number of National Academy Members and other Prestigious Awards</td>
<td>Number of National Academy Members and other Prestigious Awards</td>
<td>285</td>
<td>297</td>
<td>311</td>
<td>314</td>
</tr>
<tr>
<td>Total R&amp;D Expenditures/US university rank - NSF HERD</td>
<td>Expenditures</td>
<td>$424,241</td>
<td>$425,281</td>
<td>Available Fall 2021</td>
<td>$425,281</td>
</tr>
<tr>
<td>Total number of publications, citations and other creative expression indicators</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Technology Commercialization</td>
<td>Gross License Income</td>
<td>$5,771,890</td>
<td>$6,257,890</td>
<td>Available October 2021</td>
<td>$6,000,000</td>
</tr>
</tbody>
</table>

## Reputation and Strategic Position

<table>
<thead>
<tr>
<th>Measurement</th>
<th>2017-18</th>
<th>2018-19</th>
<th>2019-20</th>
<th>2020-21 Status</th>
<th>5-7 Year Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>USNWR, America’s Best Colleges Rank (Public)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Total number of publications, citations and other creative expression indicators</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Technology Commercialization</td>
<td>Gross License Income</td>
<td>$4,000,000</td>
<td>$4,000,000</td>
<td>Available October 2021</td>
<td>$4,000,000</td>
</tr>
<tr>
<td>Online Degree/certificate Programs</td>
<td>Program Enrollment</td>
<td>2,520</td>
<td>3,052</td>
<td>4,701</td>
<td>3,188</td>
</tr>
<tr>
<td>Total number of publications, citations and other creative expression indicators</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Technology Commercialization</td>
<td>Gross License Income</td>
<td>$1,500,000</td>
<td>$1,500,000</td>
<td>Available October 2021</td>
<td>$1,500,000</td>
</tr>
</tbody>
</table>

* Full-time instructors in undergraduate serving colleges completing TSP 1 & 2 (May 2020). 
* Data with an asterisk (*) are most recent, year-to-date data.
* Meets or Exceeds Goal
* Caution
* Below Goal - Action Needed
* Data Pending for most recent year
* Measure met; will be replaced with new metric

Prepared by Strategy Management Office, The Ohio State University
February 24, 2021 – Master Planning & Facilities Committee Meeting

Voting Members Present by Zoom Virtual Meeting:

Alexander R. Fischer  Alan Stockmeister  Carly G. Sobol
James D. Klingbeil  Elizabeth A. Harsh  Robert H. Schottenstein
Brent R. Porteus  Reginald A. Wilkinson  Gary R. Heminger (ex officio)

Members Absent:

N/A

PUBLIC SESSION

The Master Planning & Facilities Committee of The Ohio State University Board of Trustees convened on Wednesday, February 24, 2021, virtually over Zoom. Committee Chair Alex Fischer called the meeting to order at 4:00 p.m. and welcomed new committee members Alan Stockmeister, Reginald Wilkinson, Elizabeth Harsh and Carly Sobol.

Items for Discussion

1. Physical Environment Scorecard: Jay Kasey, SVP of Administration & Planning, shared the Physical Environment Scorecard with FY21 data through December 2020. The metrics coded red remained the same from the previous scorecard shared with the board in November 2020: % Total Projects Completed on Time, All Parking Garage Peak Time Occupancy %, WMC Parking Garage Peak Time Occupancy % and Sum of Daily Temporary Parking Space Closures.

   (See Attachment LIII for background information, page 1189)

2. Major Project Updates: Mark Conselyea, AVP for Facilities Operations and Development, shared an update on the status of all projects over $20 million. At the time of this report, two projects that were being watched closely for schedule – Wooster’s New Laboratory Building and the Postle Hall project – actually completed construction. Two additional projects were still being watched closely – the WMC Outpatient Care West Campus for schedule and the Newton Hall Renovation and Addition for budget.

   (See Attachment LIV for background information, page 1190)

Items for Action

3. Approval of Minutes: No changes were requested to the November 19, 2020, meeting minutes; therefore, a formal vote was not required, and the minutes were considered approved.
4. **Resolution No. 2021-83, Approval to Amend Fiscal Year 2021 Capital Investment Plan**

Synopsis: Authorization and acceptance of the Amended Capital Investment Plan for the fiscal year ending June 30, 2021, is proposed.

WHEREAS the university has presented the recommended capital expenditures for the fiscal year ending June 30, 2021; and

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

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

WHEREAS the university’s requested state capital budget items were not included in the Capital Investment Plan approved by the Board of Trustees on August 27, 2020; and

WHEREAS Senate Bill 310, which included the state capital budget for fiscal years 2021 and 2022, was effective December 29, 2020; and

WHEREAS the university’s fiscal year 2021 Capital Investment Plan has been amended to include the funding allocated to the university by the State of Ohio for capital projects:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the Capital Investment Plan for the fiscal year ending June 30, 2021, as described in the accompanying documents, be amended; and

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

(See Appendix LVI for background information, page 1485)

5. **Resolution No: 2021-84, Approval of Amended Ohio State Energy Partners Utility System Capital Improvement Plan for Fiscal Year 2021**

**APPROVAL TO CONSTRUCTION UTILITY SYSTEM EXPANSION AND ENERGY CONSERVATION MEASURE PROJECTS**

- New Hospital – Utility Infrastructure 49-20-EXP
- West Campus Gas Infrastructure 88-21-EXP
- SCCP HRC #1 – Part 2: New hospital connection – 96-21-ECM

Synopsis: Approval of the amended Ohio State Energy Partners LLC fiscal year 2021 capital improvement plan and authorization for Ohio State Energy Partners LLC to make capital improvements to the utility system pursuant to the terms of the First Amended and Restated Long-Term Lease and Concession Agreement for The Ohio State University Utility System dated July 20, 2018, and as amended (the “Agreement”), is proposed.
WHEREAS the Agreement requires Ohio State Energy Partners LLC (“OSEP”) to annually submit a plan for utility system Capital Improvement Projects (“OSEP CIP”) for university approval; and

WHEREAS the OSEP CIP for the fiscal year beginning July 1, 2020, was approved by the Board of Trustees on August 27, 2020; and

WHEREAS the full construction costs of the projects listed above were not known at the time the OSEP CIP was approved; and

WHEREAS the plan includes requested approval of these utility system capital improvement projects for the fiscal year beginning July 1, 2020; and

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

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

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

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

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

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

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the fiscal year 2021 OSEP CIP be amended as outlined in the attached materials; and

BE IT FURTHER RESOLVED, That the Board of Trustees authorizes Ohio State Energy Partners LLC to proceed with the amended fiscal year 2021 capital improvements to the utility system as outlined in the attached materials.

(See Appendix LVII for background information, page 1486)
6. **Resolution No: 2021-85, Approval to Enter Into/Increase Professional Services and Construction Contracts**

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

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

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Construction Approval Requested</th>
<th>Total Requested</th>
</tr>
</thead>
<tbody>
<tr>
<td>Biomedical and Materials Engineering Complex Phase 2</td>
<td>$9.6M</td>
<td>$13.6M State Funds</td>
</tr>
<tr>
<td>Elevator Safety Repairs and Replacements</td>
<td>$0.8M</td>
<td>$4.9M State Funds</td>
</tr>
<tr>
<td>James – Halcyon Linear Accelerator</td>
<td>$0.2M</td>
<td>$5.9M Auxiliary Funds</td>
</tr>
<tr>
<td>Newton Hall Facility Improvements</td>
<td>$0.03M</td>
<td>$1.13M University Debt Fundraising University Funds State Funds</td>
</tr>
<tr>
<td>North Residential – HVAC Modifications Phase 2</td>
<td>$1.2M</td>
<td>$16.7M Auxiliary Funds</td>
</tr>
<tr>
<td>Roof Repair and Replacement</td>
<td>$0.7M</td>
<td>$4.8M State Funds</td>
</tr>
<tr>
<td>Vet Med – Equine Performance Evaluation Arena</td>
<td>$0.5M</td>
<td>$5.3M Fundraising University Funds Partner Funds</td>
</tr>
<tr>
<td>West Campus Infrastructure Phase 1</td>
<td>$0.3M</td>
<td>$5.8M University Funds Auxiliary Funds Partner Funds</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Construction Approval Requested</th>
<th>Total Requested</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arts District</td>
<td>$3.5M</td>
<td>$3.5M University Debt Fundraising University Funds Partner Funds</td>
</tr>
<tr>
<td>Martha Morehouse Facility Improvements</td>
<td>$37.0M</td>
<td>$37.0M Auxiliary Funds</td>
</tr>
</tbody>
</table>
WHEREAS the Capital Investment Plan (CIP) outlines capital projects recommended for funding and was approved by the Board of Trustees on August 27, 2020; and

WHEREAS a proposed amendment to the CIP is being presented to the Board of Trustees for approval on February 25, 2021, to include funding received from the State of Ohio as a part of Senate Bill 310; and

WHEREAS the Biomedical and Materials Engineering Complex Phase 2, Elevator Safety Repairs and Replacements, and Roof Repair and Replacement projects are included in the proposed amended CIP, and approval for professional services and construction is needed to advance these critical deferred maintenance projects; and

WHEREAS approval for professional services and construction for the North Residential – HVAC Modifications Phase 2 is based on a negotiated resolution with the design builder to correct HVAC deficiencies; and

WHEREAS approval for professional services and construction for the Vet Med Equine Arena and an increase to construction for the Arts District is needed to advance strategically important projects; 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 Audit, Finance and Investment 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 2021 Capital Investment Plan be amended to include professional services and construction for North Residential – HVAC Modifications Phase 2 and an increase for the Arts District; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves that the President and/or Senior Vice President for Business & 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 LVIII for background information, page 1488)

7. Resolution No. 2021-86, Approval for Sale of Real Property

0.48+/- ACRES ON FREDERICKSBURG ROAD, WOOSTER, WAYNE COUNTY, OHIO

Synopsis: Authorization to sell real property located on Fredericksburg Road, Wooster, Wayne County, Ohio, is proposed.

WHEREAS The Ohio State University seeks to sell approximately 0.48 acres of real property located along Fredericksburg Road in Wooster, Ohio, which is part of an approximately 145-acre tract known as the CFAES Schaffter Research Farm; and
WHEREAS the property is deemed excess, and sale of the property will not affect the CFAES Schaffter Research Farm operations:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the sale of the above referenced property; and

BE IT FURTHER RESOLVED, That the President and/or Senior Vice Presidents for Business & Finance and Administration & Planning be authorized to take any action required to effect the sale of the above referenced property upon terms and conditions deemed to be in the best interest of the university and at a purchase price determined to be the fair market value of the property.

(See Appendix LIX for background information, page 1498)

8. Resolution No. 2021-87, Approval for a Perpetual Easement Amendment

2.414 ACRES ON CANNON DRIVE, COLUMBUS, FRANKLIN COUNTY, OHIO

Synopsis: Authorization to amend an existing City of Columbus perpetual sanitary sewer easement located along Cannon Drive, Columbus, Franklin County, Ohio, is proposed.

WHEREAS The Ohio State University seeks to amend an existing perpetual sanitary sewer easement held by the City of Columbus; and

WHEREAS the amendment is needed to support a university construction project, which will relocate a portion of the sanitary sewer line:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the above referenced perpetual sanitary sewer easement amendment; and

BE IT FURTHER RESOLVED, That the President and/or Senior Vice Presidents for Business & Finance and Administration & Planning be authorized to take any action required to effect the perpetual sanitary sewer easement amendment upon such terms and conditions deemed to be in the best interest of the university.

(See Appendix LX for background information, page 1500)

**Action:** Upon the motion of Mr. Schottenstein, seconded by Mr. Klingbeil, the committee adopted the foregoing motions for the Amended OSEP Utility System Capital Improvement Projects for FY21 and the Authorization to Enter Into and Increase Professional Services and Construction Contracts by majority voice vote with the following members present and voting: Mr. Klingbeil, Mr. Porteus, Mr. Stockmeister, Mrs. Harsh, Dr. Wilkinson, Ms. Sobol, Mr. Schottenstein and Mr. Heminger. Mr. Fischer abstained.

**Action:** Upon the motion of Mr. Fischer, seconded by Ms. Sobol, the committee adopted the remaining foregoing motions by unanimous voice vote with the following members present and voting: Mr. Fischer, Mr. Klingbeil, Mr. Porteus, Mr. Stockmeister, Mrs. Harsh, Dr. Wilkinson, Ms. Sobol, Mr. Schottenstein and Mr. Heminger.
EXECUTIVE SESSION

It was moved by Mr. Fischer, and seconded by Mr. Stockmeister, that the committee recess into executive session to discuss the purchase of property and 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.

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

The committee entered executive session at 4:22 p.m. and the meeting adjourned at 5:30 p.m.
### PHYSICAL ENVIRONMENT

#### A. FINANCIAL

<table>
<thead>
<tr>
<th></th>
<th>Actual</th>
<th>Prior Year Same Period (FY20 YTD)</th>
<th>Actual Target (Budget)</th>
<th>Target % Var</th>
<th>FY21 Annual Target (Budget)</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Total Operating Expenses (General &amp; Earnings Funds)</td>
<td>$78,337,322</td>
<td>$69,969,809</td>
<td>$74,469,005</td>
<td>-6.0%</td>
<td>$144,321,017</td>
<td>This metric includes WOSU</td>
</tr>
</tbody>
</table>

#### B. OPERATIONAL

<table>
<thead>
<tr>
<th></th>
<th>Actual</th>
<th>Prior Year Same Period (FY20 YTD)</th>
<th>Actual Target (Budget)</th>
<th>Target % Var</th>
<th>FY21 Annual Target (Budget)</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. % Total Projects Completed on Time</td>
<td>79.2%</td>
<td>74.0%</td>
<td>90.0%</td>
<td>-17.8%</td>
<td>90.0%</td>
<td></td>
</tr>
<tr>
<td>2. % Total Projects Completed on Budget</td>
<td>99.5%</td>
<td>97.0%</td>
<td>90.0%</td>
<td>7.8%</td>
<td>90.0%</td>
<td></td>
</tr>
<tr>
<td>3. Capital Investment Program Spend *</td>
<td>$119.9</td>
<td>$155.1</td>
<td>$165.5</td>
<td>-5.3%</td>
<td>$808.1</td>
<td></td>
</tr>
<tr>
<td>4. Facility Condition Index % - Conditioned Academic/Research Bldgs</td>
<td>74.4%</td>
<td>74.9%</td>
<td>80.0%</td>
<td>-6.4%</td>
<td>80.0%</td>
<td>Avg composite PCI to-date</td>
</tr>
<tr>
<td>5. CABS Riders</td>
<td>2,458,467</td>
<td>628,205</td>
<td>270,469</td>
<td>132.3%</td>
<td>560,469</td>
<td>Ridership numbers are lower than prior year due to COVID-19 restrictions</td>
</tr>
<tr>
<td>6. All Parking Garage Peak Time Occupancy % **</td>
<td>76.2%</td>
<td>39.3%</td>
<td>80.0%</td>
<td>-50.8%</td>
<td>80.0%</td>
<td>YTD (Jul - Dec) Occup%: Transient= 32.9%, Permit= 45.8%, Mixed= 34.8%</td>
</tr>
<tr>
<td>7. WMC Parking Garage Peak Time Occupancy % **</td>
<td>90.8%</td>
<td>62.8%</td>
<td>80.0%</td>
<td>-21.5%</td>
<td>80.0%</td>
<td>YTD (Jul - Dec) Occup%: Transient= 48.7%, Permit= 80.7%, Mixed= 63.7%</td>
</tr>
<tr>
<td>8. Sum of Daily Temporary Parking Space Closures</td>
<td>7,006</td>
<td>22,793</td>
<td>10,000</td>
<td>127.9%</td>
<td>20,000</td>
<td>Drivers for closures are NW Visitor Parking Project South Lot, Bio-Sol Greenhouse Drainage Investig., Histology (Ashman East lot, Big Exterior &amp; Wndw Replacements@ Centralized HVAC), among others.</td>
</tr>
<tr>
<td>9. WOSU Broadcast Audience (Viewers, Listeners)</td>
<td>620,717</td>
<td>639,650</td>
<td>3.1%</td>
<td>640,358</td>
<td>Increase in listeners/viewers from same period prior FY (89.7 NPR up 6.3%, Classical 101 up 6.6%, and TV up 1.6%)</td>
<td></td>
</tr>
<tr>
<td>10. WOSU Digital Audience (Unique Visitors, Video Views, Digital Audio)</td>
<td>5,484,214</td>
<td>6,299,183</td>
<td>14.9%</td>
<td>12,957,934</td>
<td>Increase in digital audience from same period prior FY (Unique visitors up 5.5%, Video views up 34.1%, and Streaming up 7.9%)</td>
<td></td>
</tr>
</tbody>
</table>

#### C. SAFETY

<table>
<thead>
<tr>
<th></th>
<th>Actual</th>
<th>Prior Year Same Period (FY20 YTD)</th>
<th>Actual Target (Budget)</th>
<th>Target % Var</th>
<th>FY21 Annual Target (Budget)</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. EHS Recordable Accident Rate (CYTD):</td>
<td>1.40</td>
<td>0.91</td>
<td>2.00</td>
<td>-54.5%</td>
<td>2.00</td>
<td>2020 Calendar YTD</td>
</tr>
<tr>
<td>2. Major On- Campus Crimes</td>
<td>44</td>
<td>44</td>
<td>57</td>
<td>-22.8%</td>
<td>120</td>
<td>Record Mgmt Sys. Data unaudited at time of retrieval</td>
</tr>
<tr>
<td>3. Avg Response time to In-Progress Calls for Svc</td>
<td>14.30</td>
<td>4.08</td>
<td>5.00</td>
<td>-17.2%</td>
<td>5.00</td>
<td>Record Mgmt Sys. Data unaudited at time of retrieval</td>
</tr>
<tr>
<td>4. Traffic Accidents Injury</td>
<td>14</td>
<td>9</td>
<td>16</td>
<td>-43.8%</td>
<td>31</td>
<td>Record Mgmt Sys. Data unaudited at time of retrieval</td>
</tr>
<tr>
<td>5. Traffic Accidents Non-Injury</td>
<td>86</td>
<td>28</td>
<td>144</td>
<td>-80.6%</td>
<td>215</td>
<td>Record Mgmt Sys. Data unaudited at time of retrieval</td>
</tr>
<tr>
<td>6. Off-Campus Crime Statistics</td>
<td>941</td>
<td>548</td>
<td>1,147</td>
<td>-52.2%</td>
<td>2,037</td>
<td>Record Mgmt Sys. Data unaudited at time of retrieval</td>
</tr>
</tbody>
</table>

* For B3. Capital Investment Program Spend, Green = "Target Variance" of + or - 10%, with an additional Yellow range extending 10% above and 20% below the Green range. ** For B6&7. Parking Garage Peak Time Occupancy %, the target is 80% or ~ 5% pts. with an additional 5% pt. Yellow range in both directions. Peak time measured on weekdays between 12:30 and 1:30 p.m.
MAJOR PROJECT UPDATES

Projects Over $20M

February 2021
## PROJECT STATUS REPORT CURRENT PROJECTS OVER $20M

<table>
<thead>
<tr>
<th>PROJECT NAME</th>
<th>CONS COMPLETION DATE</th>
<th>APPROVALS</th>
<th>BUDGET</th>
<th>ON TIME</th>
<th>ON BUDGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wooster - New Lab Building</td>
<td>COMPLETE</td>
<td></td>
<td>$33.5 M</td>
<td></td>
<td></td>
</tr>
<tr>
<td>WMC Inpatient Hospital - Central Sterile Supply</td>
<td>COMPLETE</td>
<td></td>
<td>$45.3 M</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Postle Partial Replacement</td>
<td>COMPLETE</td>
<td></td>
<td>$95.0 M</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Newark - John &amp; Mary Alford Ctr for Sci and Technology</td>
<td>3/21</td>
<td>✓</td>
<td>$32.0 M</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>WMC Inpatient Hosp Garage, Infr &amp; Roadwork</td>
<td>3/21</td>
<td>✓</td>
<td>$101.0 M</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>WMC Outpatient Care New Albany</td>
<td>6/21</td>
<td>✓</td>
<td>$137.9 M</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Dodd - Parking Garage</td>
<td>5/22</td>
<td>✓</td>
<td>$33.3 M</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Newton - Renovation and Addition</td>
<td>5/22</td>
<td>✓</td>
<td>$25.3 M</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>WMC Outpatient Care Dublin</td>
<td>7/22</td>
<td>✓</td>
<td>$161.2 M</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Celeste Lab Renovation</td>
<td>8/22</td>
<td>✓</td>
<td>$35.5 M</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Controlled Environment Food Prod Research Complex</td>
<td>8/22</td>
<td>✓</td>
<td>$35.8 M</td>
<td>✓</td>
<td></td>
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<tr>
<td>Arts District</td>
<td>2/23</td>
<td>✓</td>
<td>$161.6 M</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>WMC Outpatient Care West Campus</td>
<td>2/23</td>
<td>✓</td>
<td>$348.5 M</td>
<td>✓</td>
<td></td>
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<tr>
<td>Energy Advancement and Innovation Center</td>
<td>3/23</td>
<td>✓</td>
<td>$36.7 M</td>
<td>✓</td>
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<tr>
<td>Interdisciplinary Research Facility</td>
<td>5/23</td>
<td>✓</td>
<td>$237.5 M</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Interdisciplinary Health Sciences Center</td>
<td>11/23</td>
<td>✓</td>
<td>$155.9 M</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Cannon Drive Rehabilitation - Phase 2</td>
<td>12/24</td>
<td>✓</td>
<td>$56.9 M</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Wexner Medical Center Inpatient Hospital</td>
<td>6/25</td>
<td>✓</td>
<td>$1797.1 M</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL - 18 PROJECTS</strong></td>
<td></td>
<td></td>
<td>$3,526.0 M</td>
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<td></td>
</tr>
</tbody>
</table>

*On Track | Watching Closely | Not on Track*
WOOSTER – NEW LABORATORY BUILDING

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

PROJECT FUNDING: University funds; state appropriations

PROJECT UPDATE: The building is complete and occupied.

### CURRENT BUDGET

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Construction w/ Cont</td>
<td>$30.0 M</td>
</tr>
<tr>
<td>Total Project</td>
<td>$33.5 M</td>
</tr>
</tbody>
</table>

### CONSULTANTS

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Architect of Record</td>
<td>Hasenstab</td>
</tr>
<tr>
<td>CM at Risk</td>
<td>Elford</td>
</tr>
</tbody>
</table>

### PROJECT SCHEDULE

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>BoT Approval</td>
<td>1/17</td>
</tr>
<tr>
<td>Construction</td>
<td>10/18-11/20</td>
</tr>
<tr>
<td>Facility Opening</td>
<td>12/20</td>
</tr>
</tbody>
</table>

On Budget

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

**PROJECT FUNDING:** Auxiliary funds

**PROJECT UPDATE:** Facility is complete with final punch items being addressed.

### CURRENT BUDGET

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction w/ Cont</td>
<td>$35.4 M</td>
</tr>
<tr>
<td>Total Project</td>
<td>$45.3 M</td>
</tr>
</tbody>
</table>

### CONSULTANTS

<p>| | |</p>
<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Architect of Record</td>
<td>HDR</td>
</tr>
<tr>
<td>CM at Risk</td>
<td>Walsh-Turner</td>
</tr>
</tbody>
</table>

### PROJECT SCHEDULE

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>BoT Approval</td>
<td>2/18</td>
</tr>
<tr>
<td>Construction</td>
<td>7/19-12/20</td>
</tr>
<tr>
<td>Facility Opening</td>
<td>2/21</td>
</tr>
</tbody>
</table>

- On Budget
- On Time
POSTLE PARTIAL REPLACEMENT

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

PROJECT FUNDING: Fundraising; state appropriations; university funds; university debt

PROJECT UPDATE: Construction has completed, and portions of the facility are open, including central sterilization. The dental faculty practice will open in March. The student operatory clinics will be ready for occupancy after COVID-19 barriers are completed this summer.

CURRENT BUDGET

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction w/ Cont</td>
<td>$85.4 M</td>
</tr>
<tr>
<td>Total Project</td>
<td>$95.0 M</td>
</tr>
</tbody>
</table>

CONSULTANTS

<table>
<thead>
<tr>
<th>Role</th>
<th>Consultant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Architect of Record</td>
<td>Design Group</td>
</tr>
<tr>
<td>Des Architect</td>
<td>Robert AM Stern Arch</td>
</tr>
<tr>
<td>CM at Risk</td>
<td>Gilbane</td>
</tr>
</tbody>
</table>

PROJECT SCHEDULE

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>BoT Approval</td>
<td>9/16</td>
</tr>
<tr>
<td>Construction</td>
<td>6/18-1/21</td>
</tr>
<tr>
<td>Facility Opening</td>
<td>1/21</td>
</tr>
</tbody>
</table>
NEWARK – JOHN & MARY ALFORD CENTER FOR SCIENCE AND TECHNOLOGY

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

PROJECT FUNDING: University funds; university debt; fundraising
PROJECT UPDATE: Exterior masonry and interior MEP rough-in are ongoing. The project is currently tracking under budget.

CURRENT BUDGET

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction w/ Cont</td>
<td>$29.7 M</td>
</tr>
<tr>
<td>Total Project</td>
<td>$32.0 M</td>
</tr>
</tbody>
</table>

CONSULTANTS

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Architect of Record</td>
<td>Design Group</td>
</tr>
<tr>
<td>CM at Risk</td>
<td>Smoot</td>
</tr>
</tbody>
</table>

PROJECT SCHEDULE

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>BoT Approval</td>
<td>8/18</td>
</tr>
<tr>
<td>Construction</td>
<td>7/19-3/21</td>
</tr>
<tr>
<td>Facility Opening</td>
<td>5/21</td>
</tr>
</tbody>
</table>
The project will construct an 1,887-space parking garage west of McCampbell Hall. Infrastructure work includes water line connections, sewer lines and communications lines; road work includes street, curb and sidewalks on both sides of street A, including direct sidewalk connection to ingress and egress points of the garage, and street lighting on the west side.

**PROJECT FUNDING:** Auxiliary funds

**PROJECT UPDATE:** Concrete deck pours are complete. Precast installation is ongoing. The first phase of the garage, approximately 1,800 spaces, opened in December 2020. The remainder will open by 3/2021.

---

### Current Budget

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction w/ Cont</td>
<td>$76.3 M</td>
</tr>
<tr>
<td>Total Project</td>
<td>$101.0 M</td>
</tr>
</tbody>
</table>

### Consultants

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Architect of Record</td>
<td>HDR</td>
</tr>
<tr>
<td>CM at Risk</td>
<td>Walsh-Turner</td>
</tr>
</tbody>
</table>

### Project Schedule

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>BoT Approval</td>
<td>2/18</td>
</tr>
<tr>
<td>Construction</td>
<td>5/19-3/21</td>
</tr>
<tr>
<td>Facility Opening</td>
<td>3/21</td>
</tr>
</tbody>
</table>

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

**PROJECT FUNDING:** Auxiliary funds

**PROJECT UPDATE:** Major sitework has progressed with asphalt, fall plantings, topsoil and some light poles. The building envelope is nearly complete. Interior finishes are progressing on the medical office building; drywall and systems are being completed in the ambulatory center.

<table>
<thead>
<tr>
<th>CONSULTANTS</th>
<th></th>
<th>DLR Group</th>
<th>Daimler Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>Architect of Record</td>
<td></td>
<td></td>
<td></td>
</tr>
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<td>CM at Risk</td>
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</tr>
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</table>

<table>
<thead>
<tr>
<th>CURRENT BUDGET</th>
<th></th>
<th>$89.2 M</th>
<th>$137.9 M</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction w/ Cont</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Project</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>PROJECT SCHEDULE</th>
<th></th>
<th>4/18</th>
<th>7/19-6/21</th>
<th>8/21</th>
</tr>
</thead>
<tbody>
<tr>
<td>BoT Approval</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Construction</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Facility Opening</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
DODD – PARKING GARAGE

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

**PROJECT FUNDING:** University funds; partner funds

**PROJECT UPDATE:** Criteria design is underway; design builder has been selected and the contract is in process.

### CURRENT BUDGET

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction w/ Cont</td>
<td>$30.7 M</td>
</tr>
<tr>
<td>Total Project</td>
<td>$33.3 M</td>
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### CONSULTANTS

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Architect of Record</td>
<td>Schooley/Caldwell</td>
</tr>
<tr>
<td>CM at Risk</td>
<td>Dugan &amp; Meyer</td>
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</tbody>
</table>

### PROJECT SCHEDULE

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>BoT Approval</td>
<td>8/19</td>
</tr>
<tr>
<td>Construction</td>
<td>1/21-5/22</td>
</tr>
<tr>
<td>Facility Opening</td>
<td>5/22</td>
</tr>
</tbody>
</table>

On Budget

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

**PROJECT FUNDING:** Department funds; fundraising; university debt; state funds

**PROJECT UPDATE:** Construction started in December. Underground utility relocations are underway.

<table>
<thead>
<tr>
<th>CURRENT BUDGET</th>
<th>CONSULTANTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction w/ Cont</td>
<td>Architect of Record:</td>
</tr>
<tr>
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<td>Meacham &amp; Apel</td>
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<tr>
<td>Total Project</td>
<td>CM at Risk:</td>
</tr>
<tr>
<td>$25.6 M</td>
<td>Ruscilli</td>
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</table>

<table>
<thead>
<tr>
<th>PROJECT SCHEDULE</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>BoT Approval</td>
<td>2/18</td>
</tr>
<tr>
<td>Construction</td>
<td>12/20-5/22</td>
</tr>
<tr>
<td>Facility Opening</td>
<td>8/22</td>
</tr>
</tbody>
</table>

- [ ] On Budget
- [ ] On Time

February 23-25, 2021, Board of Trustees Meetings
Construct an approximately 272,000-square foot ambulatory building that will include ambulatory surgery, endoscopy, primary care, specialty medical and surgical skills, and related support.

**PROJECT FUNDING:** Auxiliary funds

**PROJECT UPDATE:** Structural steel on the medical office building is complete and steel for the ambulatory facility has begun. Underground storm piping on the medical office building continues.

<table>
<thead>
<tr>
<th>CURRENT BUDGET</th>
<th>CONSULTANTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction w/ Cont</td>
<td>$105.0 M</td>
</tr>
<tr>
<td>Total Project</td>
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</table>

<table>
<thead>
<tr>
<th>PROJECT SCHEDULE</th>
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</tr>
</thead>
<tbody>
<tr>
<td>BoT Approval</td>
<td>5/19</td>
</tr>
<tr>
<td>Construction</td>
<td>7/20-7/22</td>
</tr>
<tr>
<td>Facility Opening</td>
<td>9/22</td>
</tr>
</tbody>
</table>

On Budget

On Time
CELESTE LAB RENOVATION

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

PROJECT FUNDING: University funds; state funds; fundraising

PROJECT UPDATE: Renovation on the northwest 4th floor laboratories continues along with penthouse mechanical work. Window replacement has begun.

<table>
<thead>
<tr>
<th>CURRENT BUDGET</th>
<th>CONSULTANTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction w/ Cont $27.0 M</td>
<td>Architect of Record BHDP</td>
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<tr>
<td>Total Project $31.1 M</td>
<td>CM at Risk Elford</td>
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<table>
<thead>
<tr>
<th>PROJECT SCHEDULE</th>
<th>On Budget</th>
<th>On Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>BoT Approval 8/18</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Construction 7/20-8/22</td>
<td></td>
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<tr>
<td>Facility Opening 8/22</td>
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CONTROLLED ENVIRONMENT FOOD PRODUCTION RESEARCH COMPLEX

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

**PROJECT FUNDING:** University funds; 
**PROJECT UPDATE:** Project construction has begun with underground temporary electrical and staging work.

### CURRENT BUDGET

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<tr>
<th>Description</th>
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### CONSULTANTS

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<tr>
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<tr>
<td>Architect of Record</td>
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<tr>
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### PROJECT SCHEDULE

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<td>BoT Approval</td>
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<tr>
<td>Facility Opening</td>
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</table>
WEXNER MEDICAL CENTER OUTPATIENT CARE
WEST CAMPUS

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

PROJECT FUNDING: Auxiliary funds; fundraising; partner funds

PROJECT UPDATE: Garage 2nd floor deck is completed, 3rd floor deck framing has begun. First floor proton vault walls have been poured and shear wall towers are continuing upward. Site utilities are ongoing. Design Documents are complete and the final GMP being negotiated.

CURRENT BUDGET

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CONSULTANTS

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PROJECT SCHEDULE

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<td>Facility Opening – Proton</td>
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On Budget  On Time
ARTS DISTRICT

Renovate and expand the School of Music building (Timashev Family Music Building) and construct a new Department of Theatre, Film, and Media Arts building. The project will also extend Annie and John Glenn Avenue from College Road to High Street and make modifications to College Road and adjacent pedestrian spaces.

PROJECT FUNDING: university funds; university debt; fundraising; partner funds

PROJECT UPDATE: Mechanical, electrical and plumbing rough-in, roofing, framing, exterior windows and exterior elevation masonry are ongoing for SoM. Site work excavation, building footings and shoring/caissons work is underway for the DoT building.

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<tr>
<td>Facility Opening – Theater</td>
<td>2/23</td>
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</table>
Construct an approximately 53,000-sf facility centered around finding innovative solutions for energy reduction. The facility will foster research and innovation collaborations to create and launch new solutions that accelerate a global energy transition to a zero-carbon economy and that improve the well-being of our communities.

**PROJECT FUNDING:** Partner funds

**PROJECT UPDATE:** Project is currently in design development

### CURRENT BUDGET

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### PROJECT SCHEDULE

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**On Budget**

**On Time**
INTERDISCIPLINARY RESEARCH FACILITY

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

PROJECT FUNDING: Auxiliary funds; university funds; university debt; fundraising

PROJECT UPDATE: Concrete structure foundation is complete. The first-floor concrete pours will be completed in mid-February.

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<td>Facility Opening</td>
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On Budget
On Time
INTERDISCIPLINARY HEALTH SCIENCES CENTER

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

PROJECT FUNDING: Auxiliary funds; university funds; state funds; fundraising
PROJECT UPDATE: The anatomy wing steel structure, concrete slabs, and mechanical rough in are nearing completion with building enclosure expected in April. Preparation for the demolition of Starling-Loving A wing is on going.

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<td>Facility Opening 1/24</td>
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CANNON DRIVE RELOCATION – PHASE 2

Rebuild Cannon Drive between John Herrick Drive and Woody Hayes Drive at its current elevation and construct a certified ODNR flood protection levee.

Work also includes a new signalized intersection at Woody Hayes Drive, a bus pull-off at Herrick and Cannon Drives, and the continued expansion of the river park.

PROJECT FUNDING: University debt; auxiliary funds; partner funds

PROJECT UPDATE: Project design is underway

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On Budget  
On Time
WEXNER MEDICAL CENTER INPATIENT HOSPITAL

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

**PROJECT FUNDING:** University debt; fundraising; auxiliary funds

**PROJECT UPDATE:** Structural concrete is ongoing. The demolition of the Cannon garages has begun and is expected to be complete at the end of March.

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<td>Construction</td>
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<td>Facility Opening</td>
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| On Budget | On Time |
SUMMARY OF ACTIONS TAKEN

February 25, 2020 – Audit, Finance & Investment Committee Meeting

Voting Members Present by Zoom Virtual Meeting:

- John W. Zeiger
- Cheryl L. Krueger
- Erin P. Hoeflinger
- Lewis Von Thaer
- Jeff M.S. Kaplan
- Michael Kiggin
- Anand Shah
- Amy Chronis
- Kent M. Stahl
- Gary R. Heminger (ex officio)

Members Absent:

N/A

PUBLIC SESSION

The Audit, Finance & Investment Committee of The Ohio State University Board of Trustees convened on Thursday, February 25, 2021, virtually over Zoom. Committee Chair John Zeiger called the meeting to order at 8:15 a.m. and welcomed Kent Stahl as a new public member of the committee.

Items for Discussion

1. **University Financial Scorecards**: Chief Financial Officer Michael Papadakis and Deputy CFO Kris Devine shared financial scorecards for the university and Wexner Medical Center with data through December 2020. No metrics were coded as red (far below goal). On the consolidated entity scorecard, the 1-Year LTIP Return and the 3-Year LTIP Average Return were coded as yellow (below goal). The Total Revenue (excluding endowment performance) was yellow at the November meeting, but is now green (meets or exceeds goal). On the university-only scorecard, Tuition and Fees, Advancement Cash Receipts and Net Contribution from Auxiliary Enterprises are coded as yellow. And on the medical center scorecard, Patient Admissions, Patients in Inpatient Beds, Patient Discharges, ED Visits, Adjusted Admissions and Expense/Adjusted Admit are all coded yellow.

   (See Attachment LV for background information, page 1225)

2. **University Campaign Update**: Michael Eicher, SVP for Advancement, shared a progress update on the Time and Change Campaign. For overall progress from 10/1/2016 to 1/28/2021, New Fundraising Activity is at 52% of goal ($2,340.21M received to date); Endowment is at 54% of goal ($469.12M received to date); and Capital is at 33% of goal ($238.44M received to date). Toward the goal of inspiring 1 million donors, so far the campaign has reached 568,400 donors.

   (See Attachment LVI for background information, page 1228)

3. **Athletics Prices and Fees**: Gene Smith, SVP and Wolfe Foundation Endowed Athletics Director, discussed the Athletics Department’s proposal for FY22 and FY23 football ticket pricing, FY22 men’s basketball ticket pricing and FY22 golf course membership dues and green fees. This item is also on the consent agenda for this committee to approve.
Items for Discussion (continued)

4. Discussion of Audit, Finance & Investment Committee Charter: Committee Chair John Zeiger led a brief discussion around updating the committee charter to reflect the current duties of the committee. Specifically, this committee has taken on an investment focus while its compliance focus has moved over to the newly created Legal, Risk & Compliance Committee. The charter will be brought forward for approval at the May 2021 meeting.

Items for Action

5. Approval of Minutes: No changes were requested to the November 19, 2020, meeting minutes; therefore, a formal vote was not required, and the minutes were considered approved.

6. Resolution No. 2021-88, Approval of a Master Equipment Lease

Synopsis: Authorization of the acquisition of Apple iPads and tools either through an equipment financing agreement or cash purchase, or a combination thereof, is proposed.

WHEREAS the university has committed to a student-success initiative that will help provide universal access to a common set of learning technologies; and

WHEREAS new first-year students who commenced studies in autumn of the past three years at the Columbus or regional campuses each received an Apple iPad with certain tools as well as certain software, AppleCare + warranty protection and apps to support learning and life at the university; and

WHEREAS the university has continued to evaluate the effectiveness of the deployment of such Apple iPads in achieving its student-success initiative and proposes to continue such initiative in Autumn 2021; and

WHEREAS the university financed the cost of substantially all of the Apple iPads for prior incoming first-year students by entering into a Master Lease Agreement with Apple Inc., dated as of April 2018, as amended (the “Apple Lease”) and additional schedules thereto; and

WHEREAS for incoming first-year students who commence studies in Autumn 2021, the university proposes to acquire the Apple iPads, tools and warranty protection (the “Equipment”) for an aggregate amount not to exceed $11,700,000 either through additional schedules to the Apple Lease or an existing master equipment lease (the “Equipment Lease Schedules”), an equipment lease with a new third-party financing entity (the “Equipment Lease” and together with the “Equipment Lease Schedules,” the “Equipment Financing Agreement”), a cash purchase, or any combination thereof; and

WHEREAS the university expects that any Equipment Financing Agreement will provide for four (4) annual lease payments at a competitive market interest rate; and

WHEREAS the Audit, Finance & Investment Committee has determined that it is in the best interests of the university to acquire the Equipment either through an Equipment Financing Agreement or a cash purchase, or any combination thereof:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees has determined it is in the best interests of the university to acquire the Equipment either through an Equipment Financing Agreement or a cash purchase, or any combination thereof, and if the acquisition is in whole or in part through an Equipment Financing Agreement, to enter into the Equipment Financing Agreement and to perform the obligations arising thereunder, including the university’s obligation to make the lease payments; and
BE IT FURTHER RESOLVED, That the board hereby authorizes the university to acquire the Equipment for an aggregate amount not to exceed $11,700,000 either through an Equipment Financing Agreement or a cash purchase, or any combination thereof, and if the acquisition is in whole or in part through an Equipment Financing Agreement, to enter into the Equipment Financing Agreement on the terms contemplated above, and in any case, to enter into any other documents that the President and/or Senior Vice President for Business & Finance (each an "Authorized Officer"), or either of them, deems necessary, advisable or appropriate in connection with the acquisition of the Equipment, such Authorized Officer’s execution thereof to be conclusive evidence of such approval and determination of the necessity, advisability or appropriateness thereof (the “Related Agreements”); and

BE IT FURTHER RESOLVED, That the Board hereby authorizes and directs the Authorized Officers, or either of them, to negotiate, execute, acknowledge and deliver the Equipment Financing Agreement, if applicable, and any Related Agreements on such terms as any Authorized Officer deems necessary, advisable or appropriate, with such Authorized Officer’s execution thereof to be conclusive evidence of such approval and determination of the necessity, advisability or appropriateness thereof and to take such actions as any Authorized Officer deems necessary, advisable or appropriate to perform the Equipment Financing Agreement, if applicable, and Related Agreements, with such Authorized Officer’s taking of such action to be conclusive evidence of such approval and determination of the necessity, advisability or appropriateness thereof; and

BE IT FURTHER RESOLVED, That it is found and determined that all formal actions of this board concerning and relating to the adoption of this resolution were adopted in an open meeting of this board and that all deliberations of this board and of any of its committees that resulted in such formal action were in meetings open to the public, in compliance with all legal requirements including Section 121.22 of the Ohio Revised Code; and

BE IT FURTHER RESOLVED, That this resolution shall take effect and be in force immediately upon its adoption.

(See Appendix LXI for background information, page 1502)

7. Resolution No. 2021-89, Authorization to Approve Athletics Prices and Fees

Synopsis: Approval of football ticket prices for fiscal years 2022 and 2023, men’s basketball ticket prices for fiscal year 2022, and golf course membership dues and fees for calendar year 2021, at the recommended levels, is proposed.

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

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

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

WHEREAS the Athletic Council has approved football and men’s basketball 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:

1212
NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the recommended prices for football tickets for fiscal years 2022 and 2023, men’s basketball tickets for fiscal year 2022, and golf course membership dues and fees for calendar year 2021.

(See Appendix LXII for background information, page 1504)

8. Resolution No: 2021-90, University Foundation Report
   Synopsis: Approval of the University Foundation Report as of December 31, 2020, is proposed.

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

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

   WHEREAS this report includes: (i) the establishment of one (1) endowed chair: the Bob Frick Research Chair in Heart Failure and Arrhythmia; one (1) endowed professorship: the Urban and Shelley Meyer Professorship in Cancer; and forty-eight (48) additional named endowed funds; (ii) the revision of ten (10) named endowed funds; and the closure of two (2) named endowed funds:

   NOW THEREFORE

   BE IT RESOLVED, That the Board of Trustees hereby approves The Ohio State University Foundation Report as of December 31, 2020.

   (See Appendix LXIII for background information, page 1507)

9. Resolution No: 2021-91, Naming of the Riney Family Myeloma Center for Advanced Research Excellence

   IN THE OHIO STATE UNIVERSITY COMPREHENSIVE CANCER CENTER

   Synopsis: Approval for the naming of the Myeloma Center for Advanced Research Excellence, within the Drug Development Institute (DDI), is proposed.

   WHEREAS the DDI employs a combination of targeted investments, strategic management and cutting-edge drug development resources to drive projects from discovery through early drug development, thus creating high-value new drug candidates; and

   WHEREAS the Myeloma Center for Advanced Research Excellence will support the acceleration of multiple myeloma-focused drug discovery and development projects at Ohio State as well as myeloma patient cell line characterization with data supporting the establishment of a multi-institutional comprehensive myeloma database; and

   WHEREAS the Paula & Rodger Riney Foundation provided significant support to the OSUCCC; and

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

BE IT RESOLVED, That in acknowledgement of the Paula & Rodger Riney Foundation’s philanthropic support, the Board of Trustees hereby approves, in accordance with paragraph (D) of rule 3335-1-08 of the Ohio Administrative Code, and in accordance with the terms of the Gift Agreement dated November 19, 2020, that the Myeloma Center for Advanced Research Excellence be named the Riney Family Myeloma Center for Advanced Research Excellence.

10. Resolution No: 2021-92, Naming of The Margaret "Peggy" Warren Welcome Area

IN THE ALBER STUDENT CENTER AT OHIO STATE MARION

Synopsis: Approval for the naming of the administrative space and reception area located in the Alber Student Center at 1463 Mt. Vernon Avenue in Marion, Ohio, is proposed.

WHEREAS Ohio State Marion’s culture of caring aims to provide facilities where students can meet, unwind, recreate, share experiences and learn leadership skills as members of student organizations; and

WHEREAS the renovated student center provides students with a new café and dining area, an expanded and upgraded fitness area, and a multipurpose room and lounge for new student programs and meetings; and

WHEREAS Dave Claborn has provided significant support to The Ohio State University at Marion in memory of Margaret “Peggy” Warren; and

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

NOW THEREFORE

BE IT RESOLVED, That in acknowledgement of Dave Claborn’s philanthropic support, the Board of Trustees hereby approves, in accordance with paragraph (D) of rule 3335-1-08 of the Ohio Administrative Code, that for the life of the physical facility the aforementioned space be named The Margaret "Peggy" Warren Welcome Area.

11. Resolution No. 2021-93, Naming of the Barbara Kunz Distelhorst Demonstration Kitchen

IN THE KUNZ-BRUNDIGE FRANKLIN COUNTY EXTENSION BUILDING

Synopsis: Approval for the naming of the demonstration kitchen in the Kunz-Brundige Franklin County Extension Building, located at 2548 Carmack Road, is proposed.

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

WHEREAS the Kunz-Brundige Franklin County Extension Building puts cutting-edge research at the Extension office’s front door, thus engaging the community in demonstration gardens, large urban farm enterprises, nutrition kitchens and day camps; and

WHEREAS Neil Distelhorst has provided significant contributions to the College of Food, Agricultural, and Environmental Sciences in memory of his wife, Barbara Kunz Distelhorst; and
WHEREAS the naming has been reviewed according to the approval process outlined in the Naming of University Spaces and Entities policy:

NOW THEREFORE

BE IT RESOLVED, That in acknowledgement of Neil Distelhorst’s philanthropic support, the Board of Trustees hereby approves, in accordance with paragraph (D) of rule 3335-1-08 of the Ohio Administrative Code, that for the life of the physical facility the aforementioned space be named the Barbara Kunz Distelhorst Demonstration Kitchen.

12. Resolution No. 2021-94, Naming of The Edwin and Helen Holter Memorial Gardener’s Lab

IN THE KUNZ-BRUNDIGE FRANKLIN COUNTY EXTENSION BUILDING

Synopsis: Approval for the naming of the gardener’s lab in the Kunz-Brundige Franklin County Extension Building, located at 2548 Carmack Road, is proposed.

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

WHEREAS the Kunz-Brundige Franklin County Extension Building puts cutting-edge research at the Extension office’s front door, thus engaging the community in demonstration gardens, large urban farm enterprises, nutrition kitchens and day camps; and

WHEREAS Sharla House has provided significant contributions to the College of Food, Agricultural, and Environmental Sciences in memory of her parents, Edwin and Helen Holter; and

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

NOW THEREFORE

BE IT RESOLVED, That in acknowledgement of Sharla House’s philanthropic support, the Board of Trustees hereby approves, in accordance with paragraph (D) of rule 3335-1-08 of the Ohio Administrative Code, that for the life of the physical facility the aforementioned space be named The Edwin and Helen Holter Memorial Gardener’s Lab.

13. Resolution No. 2021-95, Naming of Internal Spaces in the WOSU Public Media Headquarters

Synopsis: Approval for the naming of internal spaces to be located in the new WOSU Public Media Headquarters, at the corner of East 14th Avenue and Pearl Alley, is proposed.

WHEREAS since its first broadcast in 1920, WOSU Public Media has delivered engaging local and global news and public affairs programming, provided front-row access to musical performances, and inspired central Ohio citizens through lifelong learning experiences; and

WHEREAS with state-of-the-art facilities, the new headquarters will enable WOSU to expand and enhance its programming for the more than two million citizens it reaches through television, radio, digital and its WOSU Classroom services; and
WHEREAS the donors listed below have provided significant support to WOSU; and

- L Brands Foundation
- Ohio State Energy Partners
- Franklin and Linda Kass
- Joan and Jack George
- M. Andrew and Sandra Ross
- American Electric Power Foundation
- Robert and Missy Weiler
- William Schiffman and Lynne Aronson
- Ingram-White Castle Foundation
- The Lazarus Family
- Marilyn Pritchett
- Gloria and Dale Heydlauff
- Joanne and David Frantz
- The Columbus Foundation
- Johanna DeStefano
- Thomas and Nancy Lurie
- Karen and Ron Ickes
- Messer Construction Co.
- Ann Jones and Stephen Wood
- Robert and Bailey Sorton
- Shiloh and Dimitor Todorov
- Phyllis Kile
- Bill and Jane Miller
- Michael James Schmidt
- Margaret and Jerome Cunningham
- Rebecca Stilson
- Crane Group and Crane Family
- Dana Navin
- Anne Powell Riley
- Mary and Tom Katzenmeyer
- Thomas and Carol Rieland
- Jane Werum
- Debra and Frederick Hadley
- Christine and Neil Mortine
- State Auto Insurance Companies
- Tom and Ann DiMarco

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

NOW THEREFORE

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

- L Brands Foundation Television Studio A (007)
- ENGIE-Axium Edit Suite (010)
- Linda and Frank Kass Television Studio B (017)
- WOSU Public Media Staff Media Library (020)
- Sandy and Andy Ross Community Studio (109)
- American Electric Power Foundation Community Piazza (110)
- Tom Rieland Control Room (111)
- Lynne Aronson and Bill Schiffman Green Room (118)
14. Resolution No. 2021-96 Naming of Internal Spaces in Postle Hall

Synopsis: Approval for the naming of internal spaces in Postle Hall, located at 305 West 12th Avenue, is proposed.

WHEREAS for more than 125 years, the College of Dentistry has embraced its public purpose of educating exceptionally capable and compassionate dentists, providing care to patients, conducting research at the forefront of dentistry and oral health, and serving the community; and

WHEREAS the transformative renovation of Postle Hall includes high-tech classrooms, simulation laboratories, student practice space, and surgery clinics to expand the college’s position as a national leader in dental education, research and patient care; and

WHEREAS the donors listed below have provided significant contributions to support the College of Dentistry; and

- Dr. Chad Ollom & Dr. Stephanie Ollom
- Susan D. Stalnaker, DDS
- Dr. Erick Hrabowy & Mrs. Monica Hrabowy
- OSU College of Dentistry Dental Alumni Society
- Dr. Bob Whitley & Mrs. Margaret Whitley

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

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

- Dr. Chad Ollom & Dr. Stephanie Ollom Student Clinic Operatory (Room 3319-02)
- Susan D. Stalnaker, DDS Student Clinic Director's Office (Room 3319-A)
- Dr. Erik Hrabowy & Monica Hrabowy Student Clinic Operatory (Room 3324-05)
- College of Dentistry Dental Alumni Society Student Clinic Director's Office (Room 3325-A)
- Dr. Bob Whitley & Mrs. Margaret Whitley Student Clinic Operatory (Room 4308-05)

15. Resolution No. 2021-97 Naming of Internal Spaces

IN THE OPTOMETRY CLINIC AND HEALTH SCIENCES FACULTY OFFICE BUILDING

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

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

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

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

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

- Thomas Nagy
- Christopher Smiley

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

NOW THEREFORE

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

- Philip M. Wing, OD Contact Lens Service Exam Room (3033)
- Christopher A. Smiley, OD Contact Lens Service Exam Room (3034)
16. Resolution No. 2021-98 Naming of the Bill Wells Baseball Team Suite

IN BILL DAVIS STADIUM

Synopsis: Approval for the honorific naming of the performance suite in Bill Davis Stadium, located at 560 Borror Drive, is proposed.

WHEREAS Bill Davis Stadium is home to Ohio State Baseball; and

WHEREAS renovation of the baseball stadium includes an updated player locker room, student-athlete lounge, coaches' meeting spaces and a recruiting lobby, in addition to overall improvement in the general circulation and flow within the space; and

WHEREAS in honor of the collective philanthropic support to Ohio State Athletics from Bill Wells and the William H. Davis, Dorothy M. Davis and William C. Davis Foundation as well as Bill’s leadership and volunteerism at the university; and

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

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves, in accordance with paragraph (D) of rule 3335-1-08 of the Ohio Administrative Code, that for the life of the physical facility the aforementioned space be named the Bill Wells Baseball Team Suite.

17. Resolution No. 2021-99 Naming of the Ralph Rogan Equine Performance Evaluation Area

AT THE GALBREATH EQUINE CENTER

Synopsis: Approval for the naming of the equine performance evaluation arena at the Galbreath Equine Center, located at 685 Vernon L. Tharp Street, part of the Veterinary Medical Center, is proposed.

WHEREAS equine sports medicine and performance evaluation at Ohio State is historically linked to the university’s land-grant mission to serve agriculture, but has fully embraced serving horses and horsemen in all facets of the equine industry using modern medicine, research and technology; and

WHEREAS the College of Veterinary Medicine plans to build an equine performance evaluation arena as a multipurpose space for equine lameness evaluation to help diagnose and treat performance problems in equine athletes and to fill a critical gap in diagnosis, therapy and rehabilitation; and

WHEREAS Beth Jones has provided significant contributions to the College of Veterinary Medicine; and

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

NOW THEREFORE
BE IT RESOLVED, That in acknowledgment of Beth Jones’ philanthropic support, the Board of Trustees hereby approves, in accordance with paragraph (D) of rule 3335-1-08 of the Ohio Administrative Code, that for the life of the physical facility the aforementioned space be named The Ralph Rogan Equine Performance Evaluation Arena.

18. Resolution No. 2021-100 Naming of Willie J. Young, Sr. Off-Campus and Commuter Student Engagement Department

IN THE OFFICE OF STUDENT LIFE

Synopsis: Approval for the naming of the Off-Campus and Commuter Student Engagement Department within the Office of Student Life is proposed.

WHEREAS Willie J. Young, Sr. joined the Office of Student Life in 1990, and served as the director of off-campus and commuter student services beginning in 1998; and

WHEREAS under Willie Young’s leadership the unit created many significant programs aimed at building community, enhancing safety, inspiring engagement and supporting the academic success of commuter students and those who live in the neighborhoods near campus; and

WHEREAS Willie Young is recognized for a truly extraordinary career-long impact on students, alumni, staff and community partners; and

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

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves, in accordance with paragraph (D) of rule 3335-1-08 of the Ohio Administrative Code, that the aforementioned department be named Willie J. Young, Sr. Off-Campus and Commuter Student Engagement Department.

19. Resolution No. 2021-83, Approval to Amend Fiscal Year 2021 Capital Investment Plan

Synopsis: Authorization and acceptance of the Amended Capital Investment Plan for the fiscal year ending June 30, 2021, is proposed.

WHEREAS the university has presented the recommended capital expenditures for the fiscal year ending June 30, 2021; and

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

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

WHEREAS the university’s requested state capital budget items were not included in the Capital Investment Plan approved by the Board of Trustees on August 27, 2020; and

WHEREAS Senate Bill 310, which included the state capital budget for fiscal years 2021 and 2022, was effective December 29, 2020; and
WHEREAS the university's fiscal year 2021 Capital Investment Plan has been amended to include the funding allocated to the university by the State of Ohio for capital projects:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the Capital Investment Plan for the fiscal year ending June 30, 2021, as described in the accompanying documents, be amended; and

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

(See Appendix LVI for background information, page 1485)

20. Resolution No: 2021-84, Approval of Amended Ohio State Energy Partners Utility System Capital Improvement Plan for Fiscal Year 2021

APPROVAL TO CONSTRUCTION UTILITY SYSTEM EXPANSION AND ENERGY CONSERVATION MEASURE PROJECTS

New Hospital – Utility Infrastructure 49-20-EXP
West Campus Gas Infrastructure 88-21-EXP
SCCCP HRC #1 – Part 2: New hospital connection – 96-21-ECM

Synopsis: Approval of the amended Ohio State Energy Partners LLC fiscal year 2021 capital improvement plan and authorization for Ohio State Energy Partners LLC to make capital improvements to the utility system pursuant to the terms of the First Amended and Restated Long-Term Lease and Concession Agreement for The Ohio State University Utility System dated July 20, 2018, and as amended (the “Agreement”), is proposed.

WHEREAS the Agreement requires Ohio State Energy Partners LLC (“OSEP”) to annually submit a plan for utility system Capital Improvement Projects (“OSEP CIP”) for university approval; and

WHEREAS the OSEP CIP for the fiscal year beginning July 1, 2020, was approved by the Board of Trustees on August 27, 2020; and

WHEREAS the full construction costs of the projects listed above were not known at the time the OSEP CIP was approved; and

WHEREAS the plan includes requested approval of these utility system capital improvement projects for the fiscal year beginning July 1, 2020; and

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

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

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

WHEREAS the university has reviewed and considered the financial, technical and operational aspects of the projects as well as the projects’ alignment with university plans and sustainability goals; and
WHEREAS the Master Planning & Facilities Committee has reviewed the projects for alignment with all applicable campus plans and guidelines; and

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

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the fiscal year 2021 OSEP CIP be amended as outlined in the attached materials; and

BE IT FURTHER RESOLVED, That the Board of Trustees authorizes Ohio State Energy Partners LLC to proceed with the amended fiscal year 2021 capital improvements to the utility system as outlined in the attached materials.

(See Appendix LVII for background information, page 1486)

21. Resolution No: 2021-85, Approval to Enter Into/Increase Professional Services and Construction Contracts

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

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

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Prof. Serv. Approval Requested</th>
<th>Construction Approval Requested</th>
<th>Total Requested</th>
</tr>
</thead>
<tbody>
<tr>
<td>Biomedical and Materials Engineering Complex Phase 2</td>
<td>$9.6M</td>
<td>$4.0M</td>
<td>$13.6M</td>
</tr>
<tr>
<td>Elevator Safety Repairs and Replacements</td>
<td>$0.8M</td>
<td>$4.1M</td>
<td>$4.9M</td>
</tr>
<tr>
<td>James – Halcyon Linear Accelerator</td>
<td>$0.2M</td>
<td>$5.7M</td>
<td>$5.9M</td>
</tr>
<tr>
<td>Newton Hall Facility Improvements</td>
<td>$0.03M</td>
<td>$1.1M</td>
<td>$1.13M</td>
</tr>
<tr>
<td>North Residential – HVAC Modifications Phase 2</td>
<td>$1.2M</td>
<td>$15.5M</td>
<td>$16.7M</td>
</tr>
<tr>
<td>Roof Repair and Replacement</td>
<td>$0.7M</td>
<td>$4.1M</td>
<td>$4.8M</td>
</tr>
<tr>
<td>Vet Med – Equine Performance Evaluation Arena</td>
<td>$0.5M</td>
<td>$4.8M</td>
<td>$5.3M</td>
</tr>
<tr>
<td>West Campus Infrastructure Phase 1</td>
<td>$0.3M</td>
<td>$5.5M</td>
<td>$5.8M</td>
</tr>
</tbody>
</table>
WHEREAS in accordance with the attached materials, the university desires to enter into/increase construction contracts for the following projects:

<table>
<thead>
<tr>
<th>Project</th>
<th>Construction Approval Requested</th>
<th>Total Requested</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arts District</td>
<td>$3.5M</td>
<td>$3.5M University Debt</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Fundraising University Funds</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Partner Funds</td>
</tr>
<tr>
<td>Martha Morehouse Facility Improvements</td>
<td>$37.0M</td>
<td>$37.0M Auxiliary Funds</td>
</tr>
</tbody>
</table>

WHEREAS the Capital Investment Plan (CIP) outlines capital projects recommended for funding and was approved by the Board of Trustees on August 27, 2020; and

WHEREAS a proposed amendment to the CIP is being presented to the Board of Trustees for approval on February 25, 2021, to include funding received from the State of Ohio as a part of Senate Bill 310; and

WHEREAS the Biomedical and Materials Engineering Complex Phase 2, Elevator Safety Repairs and Replacements, and Roof Repair and Replacement projects are included in the proposed amended CIP, and approval for professional services and construction is needed to advance these critical deferred maintenance projects; and

WHEREAS approval for professional services and construction for the North Residential – HVAC Modifications Phase 2 is based on a negotiated resolution with the design builder to correct HVAC deficiencies; and

WHEREAS approval for professional services and construction for the Vet Med Equine Arena and an increase to construction for the Arts District is needed to advance strategically important projects; 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 Audit, Finance and Investment 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 2021 Capital Investment Plan be amended to include professional services and construction for North Residential – HVAC Modifications, the Vet Med Equine Arena and an increase for the Arts District; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves that the President and/or Senior Vice President for Business & 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 LVIII for background information, page 1488)
**Action:** Upon the motion of Mr. Zeiger, seconded by Mr. Stahl, the committee adopted the foregoing motions for the Approval of the Amended OSEP Utility System Capital Improvement Projects for FY21 and the Authorization to Enter into and Increase Professional Services and Construction Contracts by majority voice vote with the following members present and voting: Mr. Zeiger, Ms. Krueger, Mrs. Hoeflinger, Mr. Kiggin, Mr. Shah, Mr. Klingbeil, Ms. Chronis, Mr. Stahl and Mr. Heminger. Mr. Kaplan and Mr. Von Thaer abstained.

**Action:** Upon the motion of Mr. Zeiger, seconded by Ms. Chronis, the committee adopted the remaining foregoing motions by unanimous voice vote with the following members present and voting: Mr. Zeiger, Ms. Krueger, Mrs. Hoeflinger, Mr. Von Thaer, Mr. Kaplan, Mr. Kiggin, Mr. Shah, Mr. Klingbeil, Ms. Chronis, Mr. Stahl and Mr. Heminger.

**Written Reports**

In the public session materials, there were four written reports shared for the committee to review:

a. FY21 Interim Financial Report (See Attachment LVII for background information, page 1232)
b. Major Project Updates (See Attachment LVIII for background information, page 1237)
c. Advancement Scorecard (See Attachment LIX for background information, page 1243)
d. External Audit Update (See Attachment LX for background information, page 1244)

**EXECUTIVE SESSION**

It was moved by Mr. Zeiger, and seconded by Mrs. Hoeflinger, that the committee 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.

A roll call vote was taken, and the committee voted to go into executive session, with the following members present and voting: Mr. Zeiger, Ms. Krueger, Mrs. Hoeflinger, Mr. Von Thaer, Mr. Kaplan, Mr. Kiggin, Mr. Shah, Mr. Klingbeil, Ms. Chronis, Mr. Stahl and Mr. Heminger.

The committee entered executive session at 8:54 a.m. and the meeting adjourned at 10:16 a.m.
<table>
<thead>
<tr>
<th>A. Financial Snapshot (in thousands)</th>
<th>FY21 YTD Actual</th>
<th>FY21 YTD Budget</th>
<th>Actual vs. Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Total Revenue including endowment performance</td>
<td>$4,503,753</td>
<td>$3,841,078</td>
<td>↑</td>
</tr>
<tr>
<td>2. Total Revenue excluding endowment performance</td>
<td>$3,597,310</td>
<td>$3,607,987</td>
<td>↔</td>
</tr>
<tr>
<td>3. Total Expenses</td>
<td>$3,600,360</td>
<td>$3,643,581</td>
<td>↓</td>
</tr>
<tr>
<td>4. Change in Net Assets</td>
<td>$739,447</td>
<td>$125,000</td>
<td>↑</td>
</tr>
<tr>
<td>5. Change in Net Assets excluding endowment performance</td>
<td>$67,432</td>
<td>$18,250</td>
<td>↑</td>
</tr>
<tr>
<td>6. Change in Net Financial Assets</td>
<td>$739,047</td>
<td>$125,000</td>
<td>↑</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>B. Institutional Financial Metrics</th>
<th>FY21 Actual</th>
<th>FY21 Benchmark</th>
<th>Actual vs. Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Liquidity - Days Cash on Hand</td>
<td>204</td>
<td>120</td>
<td>○</td>
</tr>
<tr>
<td>2. Actual Debt Service to Operations</td>
<td>2.60%</td>
<td>&lt; 3.0%</td>
<td>↑</td>
</tr>
<tr>
<td>3. Short Term Investment Pool Return</td>
<td>0.90%</td>
<td>0.67%</td>
<td>↑</td>
</tr>
<tr>
<td>4. Intermediate Investment Pool Return</td>
<td>4.78%</td>
<td>3.34%</td>
<td>↑</td>
</tr>
<tr>
<td>5. Fiscal YTD Long Term Investment Pool Return</td>
<td>16.24%</td>
<td>16.10%</td>
<td>↓</td>
</tr>
<tr>
<td>6. 1 Year Long Term Investment Pool Return</td>
<td>10.80%</td>
<td>13.83%</td>
<td>↓</td>
</tr>
<tr>
<td>7. 3 Year Long Term Investment Pool Average Return</td>
<td>6.68%</td>
<td>9.10%</td>
<td>↓</td>
</tr>
<tr>
<td>8. Credit Rating</td>
<td>AA</td>
<td>AA</td>
<td>↔</td>
</tr>
</tbody>
</table>

Consolidated Financial Scorecard ($ in thousands)

- Meets or exceeds goal
- Performance up
- Below goal
- No change in performance
- Far below goal
- Performance down

February 23-25, 2021, Board of Trustees Meetings

Attachment LV
### University Financial Scorecard

<table>
<thead>
<tr>
<th>A. Revenue Drivers (in thousands)</th>
<th>FY21 YTD Actual</th>
<th>FY21 YTD Budget</th>
<th>Actual vs. Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Tuition and Fees</td>
<td>$557,396</td>
<td>$572,373</td>
<td>↓</td>
</tr>
<tr>
<td>2. Grants and Contracts (exchange)</td>
<td>$399,254</td>
<td>$399,358</td>
<td>↔</td>
</tr>
<tr>
<td>3. Advancement Cash Receipts</td>
<td>$124,678</td>
<td>$129,354</td>
<td>↓</td>
</tr>
<tr>
<td>4. State Share of Instruction</td>
<td>$192,065</td>
<td>$189,795</td>
<td>↑</td>
</tr>
<tr>
<td>5. State Line Item Appropriations</td>
<td>$42,087</td>
<td>$42,087</td>
<td>↔</td>
</tr>
<tr>
<td>6. Net Contribution from Auxiliary Enterprises</td>
<td>$(55,089)</td>
<td>$(54,802)</td>
<td>↔</td>
</tr>
</tbody>
</table>

| B. Financial Snapshot (in thousands) | | |
|-------------------------------------|--|-----------------|------------------|
| 1. Total Revenue including endowment performance | $2,699,250 | $1,875,403 | ↑ |
| 2. Total Revenue excluding endowment performance | $1,829,942 | $1,651,940 | ↑ |
| 3. Total Expenses                   | $1,742,938 | $1,775,959 | ↓ |
| 4. Current Net Margin               | $209,294   | $9,142        | ↑ |
| 5. Change in Net Assets             | $1,026,794 | $153,287      | ↑ |
| 6. Change in Net Assets excluding endowment performance | $279,776 | $62,985 | ↑ |

<table>
<thead>
<tr>
<th>C. Performance Metrics (Columbus Campus only)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Enrollment - summer/autumn</td>
<td>80,773</td>
</tr>
<tr>
<td>2. Credit Hours - summer/autumn</td>
<td>955,316</td>
</tr>
</tbody>
</table>

![Legend](legend.png)
**February 2021 Board Meeting**
**FY 2021 | Through December**

### MEDICAL CENTER FINANCIAL PERFORMANCE

<table>
<thead>
<tr>
<th></th>
<th>FY 21 YTD Actual</th>
<th>FY 21 YTD Budget</th>
<th>Current Status</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A. Revenue Drivers</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Patient Admissions</td>
<td>31,457</td>
<td>32,780</td>
<td>↑</td>
</tr>
<tr>
<td>2. Patients in Inpatient Beds</td>
<td>38,828</td>
<td>41,082</td>
<td>↑</td>
</tr>
<tr>
<td>3. Patient Discharges</td>
<td>31,521</td>
<td>32,647</td>
<td>↔</td>
</tr>
<tr>
<td>4. Total Surgeries</td>
<td>25,171</td>
<td>24,789</td>
<td>↑</td>
</tr>
<tr>
<td>5. Outpatient Visits</td>
<td>1,063,194</td>
<td>1,037,573</td>
<td>↑</td>
</tr>
<tr>
<td>6. ED Visits</td>
<td>56,160</td>
<td>58,512</td>
<td>↑</td>
</tr>
<tr>
<td><strong>B. Activity Metrics</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Adjusted Admissions</td>
<td>64,816</td>
<td>68,100</td>
<td>↑</td>
</tr>
<tr>
<td>2. Operating Revenue / Adjusted Admit</td>
<td>$ 26,957</td>
<td>$ 25,169</td>
<td>↑</td>
</tr>
<tr>
<td>3. Expense / Adjusted Admit</td>
<td>$ 23,895</td>
<td>$ 22,591</td>
<td>↑</td>
</tr>
<tr>
<td><strong>C. Financial Snapshot (in thousands)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Operating Revenues</td>
<td>$ 1,747.3</td>
<td>$ 1,714.0</td>
<td>↑</td>
</tr>
<tr>
<td>2. Total Expenses</td>
<td>$ 1,548.8</td>
<td>$ 1,538.5</td>
<td>↔</td>
</tr>
<tr>
<td>3. Gain from Operations</td>
<td>$ 198.5</td>
<td>$ 175.6</td>
<td>↑</td>
</tr>
<tr>
<td>4. Excess Revenue Over Expenses</td>
<td>$ 130.4</td>
<td>$ 105.8</td>
<td>↑</td>
</tr>
<tr>
<td><strong>D. Performance Metrics</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Operating EBIDA Margin</td>
<td>17.2%</td>
<td>16.2%</td>
<td>↑</td>
</tr>
<tr>
<td>2. Days Cash on Hand</td>
<td>224.1</td>
<td>131.6</td>
<td>↑</td>
</tr>
<tr>
<td>3. Debt Service Coverage</td>
<td>7.91</td>
<td>7.30</td>
<td>↑</td>
</tr>
</tbody>
</table>

---

**LEGEND**

- **Meets or exceeds goal**
- **↑ Performance up**
- **Below goal**
- **↔ No change in performance**
- **Far below goal**
- **↓ Performance down**
The Ohio State University

Overall Progress
from 10/1/2016 to 1/28/2021
Time Elapsed: 62%

Inspiring 1,000,000 Donors
Raising $4,500,000,000

<table>
<thead>
<tr>
<th>Metric</th>
<th>Received to Date</th>
<th>Goal</th>
<th>% of Goal</th>
<th>$ from Goal</th>
<th>Target</th>
<th>% of Target</th>
<th>$ from Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Fundraising Activity</td>
<td>$2,340.21M</td>
<td>$4,500.00M</td>
<td>52%</td>
<td>($2,159.79M)</td>
<td>$2,475.69M</td>
<td>95%</td>
<td>($135.48M)</td>
</tr>
<tr>
<td>Endowment</td>
<td>$469.12M</td>
<td>$875.00M</td>
<td>54%</td>
<td>($405.88M)</td>
<td>$481.38M</td>
<td>97%</td>
<td>($12.27M)</td>
</tr>
<tr>
<td>Capital</td>
<td>$238.44M</td>
<td>$718.50M</td>
<td>33%</td>
<td>($480.06M)</td>
<td>$296.35M</td>
<td>80%</td>
<td>($57.91M)</td>
</tr>
</tbody>
</table>

New Fundraising Activity current target of 55% of goal based on 8.65% annual growth from FY2017 through FY2023
Endowment current target of 55% of goal based on 8.65% annual growth from FY2017 through FY2023
Capital current target of 41% of goal based on scheduled approval of capital projects

February 23-25, 2021, Board of Trustees Meetings
## Total New Fundraising Activity

**from 10/1/2016 to 1/28/2021**

**Time Elapsed:** 62%

The Ohio State University

### Raising $4,500,000,000

<table>
<thead>
<tr>
<th>Received to Date</th>
<th>Goal</th>
<th>% of Goal</th>
<th>$ from Goal</th>
<th>Target</th>
<th>% of Target</th>
<th>$ from Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>$2,340.21M</td>
<td>$4,500.00M</td>
<td>52%</td>
<td>($2,159.79M)</td>
<td>$2,475.69M</td>
<td>95%</td>
<td>($135.48M)</td>
</tr>
</tbody>
</table>

**Current Target: 55% of goal**

### Donor Type Summary

<table>
<thead>
<tr>
<th></th>
<th>Donors</th>
<th>%</th>
<th>Received to Date</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Individuals</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Alumni</td>
<td>137,162</td>
<td>24.13%</td>
<td>$598,087,118</td>
<td>25.56%</td>
</tr>
<tr>
<td>Other Individuals</td>
<td>405,687</td>
<td>71.37%</td>
<td>$327,278,079</td>
<td>13.98%</td>
</tr>
<tr>
<td>Total</td>
<td>542,849</td>
<td>95.50%</td>
<td>$925,365,197</td>
<td>39.54%</td>
</tr>
<tr>
<td><strong>Organizations</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corporations</td>
<td>17,039</td>
<td>3.00%</td>
<td>$651,652,887</td>
<td>27.85%</td>
</tr>
<tr>
<td>Foundations</td>
<td>3,531</td>
<td>0.62%</td>
<td>$448,038,296</td>
<td>19.15%</td>
</tr>
<tr>
<td>Other Organizations</td>
<td>4,981</td>
<td>0.88%</td>
<td>$315,154,142</td>
<td>13.47%</td>
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<tr>
<td>Total</td>
<td>25,551</td>
<td>4.50%</td>
<td>$1,414,845,326</td>
<td>60.46%</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td>568,400</td>
<td>100.00%</td>
<td>$2,340,210,523</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

### Donor Type Summary Diagram

- **Alumni**
- **Other Individuals**
- **Corporations**
- **Foundations**
- **Other Organizations**

### February 23-25, 2021, Board of Trustees Meetings

- 1229
The Ohio State University

Raising $875,000,000

<table>
<thead>
<tr>
<th>Received to Date</th>
<th>Goal</th>
<th>% of Goal</th>
<th>$ from Goal</th>
<th>Target</th>
<th>% of Target</th>
<th>$ from Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>$469.12M</td>
<td>$875.00M</td>
<td>54%</td>
<td>($405.88M)</td>
<td>$481.38M</td>
<td>97%</td>
<td>($12.27M)</td>
</tr>
</tbody>
</table>

Current Target: 55% of goal

Donor Type Summary

<table>
<thead>
<tr>
<th>Donors</th>
<th>Donors</th>
<th>%</th>
<th>Received to Date</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individuals</td>
<td>Alumni</td>
<td>19,607</td>
<td>$276,789,109</td>
<td>59.00%</td>
</tr>
<tr>
<td></td>
<td>Other Individuals</td>
<td>20,941</td>
<td>$70,707,361</td>
<td>15.07%</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>40,548</td>
<td>$347,496,470</td>
<td>74.07%</td>
</tr>
<tr>
<td>Organizations</td>
<td>Corporations</td>
<td>1,136</td>
<td>$63,836,054</td>
<td>13.61%</td>
</tr>
<tr>
<td></td>
<td>Foundations</td>
<td>627</td>
<td>$51,304,929</td>
<td>10.94%</td>
</tr>
<tr>
<td></td>
<td>Other Organizations</td>
<td>810</td>
<td>$6,481,846</td>
<td>1.38%</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>2,573</td>
<td>$121,622,829</td>
<td>25.93%</td>
</tr>
<tr>
<td>Grand Total</td>
<td></td>
<td>43,121</td>
<td>$469,119,299</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

Donor Type Comparison

<table>
<thead>
<tr>
<th>Donors</th>
<th>Alumni</th>
<th>Other Individuals</th>
<th>Corporations</th>
<th>Foundations</th>
<th>Other Organizations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donors</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$0K</td>
<td></td>
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</tr>
<tr>
<td>$5K</td>
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</tr>
<tr>
<td>$10K</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>$15K</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>$20K</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>$50M</td>
<td></td>
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</tr>
<tr>
<td>$100M</td>
<td></td>
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<tr>
<td>$150M</td>
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<tr>
<td>$200M</td>
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</tr>
<tr>
<td>$250M</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Received to Date

| Alzheimer's Disease Research Foundation | Huntington Center for Discovery and Innovation | L. John and Dorothy O. N. Sieck | Ohio State Endowment for Medical Research | Ohio State University Foundation | OSU Health Care Foundation | OSU-Purdue IndustryAffiliates
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>$10M</td>
<td>$20M</td>
<td>$30M</td>
<td>$40M</td>
<td>$50M</td>
<td>$60M</td>
<td>$70M</td>
</tr>
</tbody>
</table>

February 23-25, 2021, Board of Trustees Meetings
The Ohio State University

Raising $718,500,000

<table>
<thead>
<tr>
<th>Received to Date</th>
<th>Goal</th>
<th>% of Goal</th>
<th>$ from Goal</th>
<th>Target</th>
<th>% of Target</th>
<th>$ from Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>$238.44M</td>
<td>$718.50M</td>
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<td>($480.06M)</td>
<td>$296.35M</td>
<td>80%</td>
<td>($57.91M)</td>
</tr>
</tbody>
</table>

Donor Type Summary

<table>
<thead>
<tr>
<th></th>
<th>Donors</th>
<th>%</th>
<th>Received to Date</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individuals</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Alumni</td>
<td>8,777</td>
<td>45.35%</td>
<td>$77,594,510</td>
<td>32.54%</td>
</tr>
<tr>
<td>Other Individuals</td>
<td>9,271</td>
<td>47.90%</td>
<td>$34,901,070</td>
<td>14.64%</td>
</tr>
<tr>
<td>Total</td>
<td>18,048</td>
<td>93.25%</td>
<td>$112,495,580</td>
<td>47.18%</td>
</tr>
<tr>
<td>Organizations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corporations</td>
<td>802</td>
<td>4.14%</td>
<td>$61,584,042</td>
<td>25.83%</td>
</tr>
<tr>
<td>Foundations</td>
<td>300</td>
<td>1.55%</td>
<td>$61,492,484</td>
<td>25.79%</td>
</tr>
<tr>
<td>Other Organizations</td>
<td>205</td>
<td>1.06%</td>
<td>$2,863,274</td>
<td>1.20%</td>
</tr>
<tr>
<td>Total</td>
<td>1,307</td>
<td>6.75%</td>
<td>$125,939,800</td>
<td>52.82%</td>
</tr>
<tr>
<td>Grand Total</td>
<td>19,355</td>
<td>100.00%</td>
<td>$238,435,379</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

Current Target: 41% of goal
February 23-25, 2021, Board of Trustees Meetings
Attachment LVII
THE OHIO STATE UNIVERSITY

CONTEXT: The purpose of this report is to provide an update of financial results for the six months ending December 31, 2020.

FINANCIAL SUMMARY

Our overall financial position remains strong; however, the first half of fiscal year 2021 continues to be impacted by the COVID-19 pandemic. Declining academic revenues are offset by cost reductions and federal funding is supplementing the increased COVID-19 related expenses for students. Increased patient volumes and better investment performance allow us to outperform in fiscal year to date 2021 compared to the prior year. The university continues to operate under an indefinite state of emergency due to the COVID-19 outbreak. Impacts include:

- A decline in net tuition and fee revenue of $53 million for Autumn semester compared to the prior autumn semester due to many students moving to an entirely virtual schedule.
- A decline in auxiliary revenues of $148 million due to lower occupancy for student housing and dining as a result of intentional de-densification for safety and the cancellation of event rentals, a postponed and shortened football season, and the related reduction in ticket, media, conference, and game guarantee revenues.
- An increase in COVID-19 related expenses, including enhanced cleaning, PPE, testing, contact tracing, and quarantine and isolation of approximately $55 million for the six months ending December 31, 2020.

Year-to-date increase in net position was $974 million compared to the prior year of $603M. The increase is primarily due to a $463 million increase in net investment income over the prior fiscal year. Other activities for the first half of fiscal year 2021 impacting our financial position include:

Revenues

Student tuition and fees, net - decreased $53 million or 11%, to $447 million over the same period of fiscal year 2020, due primarily to a decrease in gross tuition of $53 million. Gross tuition decreased $51 million for Autumn semester and $2 million for Summer semester. Autumn tuition decreased primarily due to a decline in non-resident fees of $54 million resulting from out-of-state students choosing all on-line instruction.

Grants and contracts - increased $25 million, or 6%, to $419 million, due primarily to increases in federal grants of $26 million and private grants of $3 million, offset by decreases in state and local grants of $4 million. Awarded dollars, which can be considered a leading indicator of the state of the research enterprise, are up 10% overall compared to this time last year, including a 17% increase in federal dollars and a 13% decrease in non-federal awarded dollars.

Gifts - decreased $25 million over the prior year due primarily to decreases in current use gifts of $18 million and permanent endowment gifts of $10 million, offset by increases in private capital gifts of $3 million.

Sales and services of auxiliary enterprises - decreased $148 million due primarily to revenue losses associated with the postponement of fall sports of $92 million, decreases in Student Life housing and dining revenues of $41 million, and decreases in Business Advancement (Schottenstein Center, Blackwell, and Fawcett Center) revenues of $14 million.

Educational departments - decreased $12 million primarily from decreases in over 161 earnings funds and 75 conference funds reflecting impacts of COVID-19 pandemic.

Sales and services of the OSU Health System and OSU Physicians, Inc - increased $106 million to $2,176 million. The Health System increased $100 million primarily due to increases in surgical volumes and outpatient visits compared to prior years. This contributed to improved operating revenue per adjusted admissions of 11.9% above the prior year. OSU Physicians experienced a similar trend with a year over year increase of $5 million, or a 2% increase.

Non-exchange grants - increased $3 million due primarily to increases in Federal Work-Study of $2.3 million and Pell grants of $1.4 million.

CARES (Coronavirus Aid, Relief, and Economic Security) Act assistance – increased $69 million due to the receipt of $42 million from Federal pass-through funds from the State of Ohio, $21 million CARES Institutional grant, $4 million for Emergency aid to students, $611 thousand in CARES mental health support, and $922 thousand for College of Dentistry and regional campuses.

Expenses

University - expenses of $1,317 million for the six months ending December 31, 2020 were flat compared to the same period in fiscal year 2020, reflecting expenditure controls implemented in response to the outbreak of COVID-19. Supplies and services decreased $27 million compared to the prior year from restrictions on university travel starting in Spring 2020, and a review of all non-essential spending such as supplies, equipment purchases, conferences and membership expenses led to additional savings. Salaries increased $24 million from annual merit compensation increases of $6 million and staff increases, which had been authorized prior to the COVID-19 outbreak. The university temporarily paused the annual merit compensation increase process and instituted pauses in hiring and off-cycle salary increases on April 1, 2020.

OSU Health System and OSU Physicians - expenses of $1,910 million for the first half of fiscal year 2021 increased $78 million, or 4%, compared to the same period of fiscal year 2020 primarily due to increases in operating expenses driven by increased patient
volumes. The Health System is seeing significant expense savings with discretionary spend and is below budget for salaries and benefits due to a lower than budgeted FTEs and physician fees.

**Auxiliary** - expenses of $132 million for the six months ending December 31, 2020 decreased $50 million, or 27%, compared to the same period of fiscal year 2020 primarily due to decreases in Athletics of $31 million, Student Life of $10 million, and Business Advancement of $8 million.

**Cash and Investments**
Total university cash and investments increased $449 million to $10,534 million on December 31, 2020, compared to the same period of last year. Total cash and temporary investments decreased $174 million to $4,077 million on December 31, 2020, compared to December 31, 2019 primarily due to a shift in the student fee payment due date of December 20th in fiscal year 2020 and January 4th in fiscal year 2021. Gifted endowment and long-term investments increased $624 million, to $6,457 million on December 31, 2020 primarily due to increases in the Long-Term Investment Pool of $610 million and other long-term investments of $14 million.

**Long-Term Investment Pool and Temporary Investments**
For the six months ending December 31, 2020, the fair value of the university’s Long-Term Investment Pool increased $864 million to $6,151 million. Changes in total valuation compared to the prior year are summarized below:

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fair Value at June 30</td>
<td>$5,287,131</td>
<td>$5,256,759</td>
</tr>
<tr>
<td>Net principal additions</td>
<td>137,063</td>
<td>91,388</td>
</tr>
<tr>
<td>Change in fair value</td>
<td>823,118</td>
<td>274,401</td>
</tr>
<tr>
<td>Income earned</td>
<td>63,875</td>
<td>67,887</td>
</tr>
<tr>
<td>Distributions</td>
<td>(122,290)</td>
<td>(114,665)</td>
</tr>
<tr>
<td>Expenses</td>
<td>(38,215)</td>
<td>(35,584)</td>
</tr>
<tr>
<td>Fair Value at December 31</td>
<td>$6,150,682</td>
<td>$5,540,186</td>
</tr>
</tbody>
</table>

Net principal additions include new endowment gifts ($27.7 million), reinvestment of unused endowment distributions ($0.9 million), and other net transfers of University monies ($108.5 million). Change in fair value includes realized gains (losses) on the sale of investment assets and unrealized gains (losses) associated with assets held in the pool on December 31, 2020. Income earned includes interest and dividends and is used primarily to help fund distributions. Expenses include investment management expenses ($28.0 million), University Development related expenses ($9.8 million) and other administrative related expenses ($0.4 million).

**LTIP Investment Returns**
For the six months ending December 31, 2020, the LTIP earned a net investment fee return of 16.24% versus a Policy Benchmark of 16.10%, resulting in an outperformance of 0.14%. During that period, our Global Equities returned 22.96%, followed by Global Fixed Income at 4.34% and Real Assets at 3.00%.

The comparable six months ending December 31, 2019, saw a net of investment fee return of 6.04% versus a Policy Benchmark of 6.71%, resulting in underperformance of 0.67%. During that period, our Global Equities returned 8.68%, followed by Global Fixed Income at 1.55% and Real Assets at 1.13%.

**Temporary Investments**
For the six months ending December 31, 2020, (FYTD) the Intermediate Investments earned a return of 1.87% (+$20.5 million) outperforming the Bank of America ML 1-3 Year US Gov’t/Credit benchmark (+0.50%) by 1.37%. Short-term Investments earned 0.61% (+$3.7 million) outperforming the 90 Day T-Bill benchmark (+0.05%) by 0.56%.

The comparable six months ending December 31, 2019, saw Intermediate Investments earn a return of 1.53% (+$14.8 million). Short-term Investments returned 1.36% (+$8.1 million) for this same period.

**Cash Flows**
Cash used by operating activities was $196 million through the first half of fiscal year 2021, compared with net cash provided by operating activities of $180 million for the same period in fiscal year 2020. The decrease in operating cash flows is due primarily to decreased receipts from Athletic ticket sales and student tuition and fees and increases in payments to employees.

Cash provided by noncapital financing activities was $473 million through the first half of fiscal year 2021, compared with $373 million for the same period in fiscal year 2020. The increases are primarily due to increases in CARES assistance of $69 million.

Net cash flows used by capital financing activities were $486 million for the six months ending December 31, 2020, primarily for payments on the construction of capital assets. This is an increase of $113 million primarily due to new Health System facilities.

Net cash flows used by investing activities were $181 million for the six months ending December 31, 2020, primarily due to net purchases of long-term investments.
# THE OHIO STATE UNIVERSITY

## CONSOLIDATED STATEMENTS OF NET POSITION - UNAUDITED

December 31, 2020 and December 31, 2019

<table>
<thead>
<tr>
<th>Assets:</th>
<th>As of December 2020</th>
<th>As of December 2019</th>
<th>Increase/Decrease Dollars %</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current Assets:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$1,718,481</td>
<td>$1,931,974</td>
<td>$(213,493) -11.1%</td>
</tr>
<tr>
<td>Temporary investments</td>
<td>2,024,896</td>
<td>1,819,936</td>
<td>204,960 11.3%</td>
</tr>
<tr>
<td>Accounts receivable, net</td>
<td>1,018,062</td>
<td>837,068</td>
<td>180,994 21.6%</td>
</tr>
<tr>
<td>Notes receivable - current portion, net</td>
<td>25,655</td>
<td>25,318</td>
<td>337</td>
</tr>
<tr>
<td>Pledges receivable - current portion, net</td>
<td>79,240</td>
<td>31,540</td>
<td>47,700 151.2%</td>
</tr>
<tr>
<td>Accrued interest receivable</td>
<td>18,219</td>
<td>18,846</td>
<td>(627) -3.3%</td>
</tr>
<tr>
<td>Inventories and prepaid expenses</td>
<td>215,054</td>
<td>332,344</td>
<td>(117,290) -35.3%</td>
</tr>
<tr>
<td>Investments held under securities lending program</td>
<td>9,065</td>
<td>26,391</td>
<td>(17,326) -65.7%</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td>$5,108,672</td>
<td>$5,023,417</td>
<td>85,255 1.7%</td>
</tr>
<tr>
<td><strong>Noncurrent Assets:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restricted cash</td>
<td>324,095</td>
<td>472,758</td>
<td>(148,663) -31.4%</td>
</tr>
<tr>
<td>Notes receivable, net</td>
<td>50,205</td>
<td>58,014</td>
<td>(7,809) -13.5%</td>
</tr>
<tr>
<td>Pledges receivable, net</td>
<td>59,248</td>
<td>64,151</td>
<td>(4,903) -7.6%</td>
</tr>
<tr>
<td>Net other post-employment benefit asset</td>
<td>77,901</td>
<td>74,520</td>
<td>3,381 4.5%</td>
</tr>
<tr>
<td>Long-term investment pool</td>
<td>6,150,682</td>
<td>5,540,185</td>
<td>610,497 11.0%</td>
</tr>
<tr>
<td>Other long-term investments</td>
<td>307,266</td>
<td>293,545</td>
<td>13,721 4.7%</td>
</tr>
<tr>
<td>Capital assets, net</td>
<td>6,143,834</td>
<td>5,526,801</td>
<td>617,033 11.2%</td>
</tr>
<tr>
<td><strong>Total Noncurrent Assets</strong></td>
<td>$13,113,231</td>
<td>$12,029,974</td>
<td>1,083,257 9.0%</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>$18,221,903</td>
<td>$17,053,391</td>
<td>1,168,512 6.9%</td>
</tr>
<tr>
<td><strong>Deferred Outflows:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pension</td>
<td>445,769</td>
<td>1,017,388</td>
<td>(571,619) -56.2%</td>
</tr>
<tr>
<td>Other post-employment benefits</td>
<td>239,629</td>
<td>116,173</td>
<td>123,456 106.3%</td>
</tr>
<tr>
<td>Other deferred outflows</td>
<td>31,078</td>
<td>21,766</td>
<td>9,312 42.8%</td>
</tr>
<tr>
<td><strong>Total Assets and Deferred Outflows</strong></td>
<td>$18,938,379</td>
<td>$18,208,718</td>
<td>$729,661 4.0%</td>
</tr>
<tr>
<td><strong>Liabilities and Net Position:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Liabilities:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$596,424</td>
<td>$590,603</td>
<td>$5,821 1.0%</td>
</tr>
<tr>
<td>Medicare advance payment program</td>
<td>287,500</td>
<td>287,500</td>
<td>0.0%</td>
</tr>
<tr>
<td>Deposits and advance payments for goods and services</td>
<td>860,536</td>
<td>826,168</td>
<td>34,368 4.2%</td>
</tr>
<tr>
<td>Current portion of bonds, notes and leases payable</td>
<td>58,609</td>
<td>44,969</td>
<td>13,640 30.3%</td>
</tr>
<tr>
<td>Long-term bonds payable, subject to remarketing</td>
<td>317,715</td>
<td>297,875</td>
<td>19,840 6.7%</td>
</tr>
<tr>
<td>Liability under securities lending program</td>
<td>9,065</td>
<td>26,391</td>
<td>(17,326) -65.7%</td>
</tr>
<tr>
<td>Other current liabilities</td>
<td>80,097</td>
<td>71,766</td>
<td>8,331 11.6%</td>
</tr>
<tr>
<td><strong>Total Current Liabilities</strong></td>
<td>$2,209,946</td>
<td>$2,150,157</td>
<td>59,789 2.8%</td>
</tr>
<tr>
<td>Noncurrent Liabilities:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bonds, notes and leases payable</td>
<td>2,706,396</td>
<td>2,519,441</td>
<td>186,955 7.4%</td>
</tr>
<tr>
<td>Concessionaire payable</td>
<td>130,577</td>
<td>137,845</td>
<td>(7,268) -5.3%</td>
</tr>
<tr>
<td>Net pension liability</td>
<td>3,025,029</td>
<td>3,071,225</td>
<td>(46,196) -1.5%</td>
</tr>
<tr>
<td>Net other post-employment benefit liability</td>
<td>1,459,572</td>
<td>1,339,443</td>
<td>120,129 9.0%</td>
</tr>
<tr>
<td>Compensated absences</td>
<td>214,332</td>
<td>180,300</td>
<td>34,032 18.9%</td>
</tr>
<tr>
<td>Self-insurance accruals</td>
<td>86,889</td>
<td>81,721</td>
<td>5,168 6.3%</td>
</tr>
<tr>
<td>Amounts due to third-party payors - Health System</td>
<td>59,516</td>
<td>53,412</td>
<td>6,104 11.4%</td>
</tr>
<tr>
<td>Irrevocable split-interest agreements</td>
<td>31,200</td>
<td>31,310</td>
<td>(110) -0.4%</td>
</tr>
<tr>
<td>Refundable advances for Federal Perkins loans</td>
<td>29,695</td>
<td>29,061</td>
<td>634 2.2%</td>
</tr>
<tr>
<td>Advance from concessionaire</td>
<td>991,876</td>
<td>1,013,662</td>
<td>(21,786) -2.1%</td>
</tr>
<tr>
<td>Other noncurrent liabilities</td>
<td>120,076</td>
<td>123,643</td>
<td>(3,567) -2.8%</td>
</tr>
<tr>
<td><strong>Total Noncurrent Liabilities</strong></td>
<td>$8,855,758</td>
<td>$9,129,449</td>
<td>(273,691) -3.0%</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>$11,065,704</td>
<td>$11,279,606</td>
<td>(213,902) -1.9%</td>
</tr>
<tr>
<td><strong>Deferred Inflows:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parking service concession arrangement</td>
<td>402,099</td>
<td>411,730</td>
<td>(9,631) -2.3%</td>
</tr>
<tr>
<td>Penalties and fines</td>
<td>487,347</td>
<td>110,003</td>
<td>377,344 343.0%</td>
</tr>
<tr>
<td>Other post-employment benefits</td>
<td>298,463</td>
<td>117,982</td>
<td>180,481 150.5%</td>
</tr>
<tr>
<td>Other deferred inflows</td>
<td>28,569</td>
<td>32,427</td>
<td>(3,858) -11.9%</td>
</tr>
<tr>
<td><strong>Total Deferred Inflows</strong></td>
<td>$1,216,478</td>
<td>$672,142</td>
<td>544,336 81.0%</td>
</tr>
<tr>
<td><strong>Net Position:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net investment in capital assets</td>
<td>3,415,630</td>
<td>2,970,225</td>
<td>445,405 15.0%</td>
</tr>
<tr>
<td>Restricted:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nonexpendable</td>
<td>2,300,888</td>
<td>1,643,707</td>
<td>657,181 40.0%</td>
</tr>
<tr>
<td>Expendable</td>
<td>1,209,112</td>
<td>1,109,535</td>
<td>99,577 9.0%</td>
</tr>
<tr>
<td>Unrestricted</td>
<td>397,503</td>
<td>383,681</td>
<td>14,822 3.8%</td>
</tr>
<tr>
<td><strong>Total Net Position</strong></td>
<td>$6,656,197</td>
<td>$6,256,970</td>
<td>$399,227 6.4%</td>
</tr>
<tr>
<td><strong>Total Liabilities, Deferred Inflows, and Net Position</strong></td>
<td>$18,938,379</td>
<td>$18,208,718</td>
<td>$729,661 4.0%</td>
</tr>
</tbody>
</table>
# THE OHIO STATE UNIVERSITY
## CONSOLIDATED STATEMENTS OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION - UNAUDITED
### Comparative Year-To-Date
#### December 31, 2020 and December 31, 2019

## Operating Revenues:

<table>
<thead>
<tr>
<th></th>
<th>December 2020</th>
<th>December 2019</th>
<th>Increase/Decrease</th>
<th>Dollars</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student tuition and fees, net</td>
<td>$446,837</td>
<td>$499,800</td>
<td></td>
<td>($52,963)</td>
<td>-10.6%</td>
</tr>
<tr>
<td>Federal grants and contracts</td>
<td>216,262</td>
<td>189,914</td>
<td></td>
<td>26,348</td>
<td>13.9%</td>
</tr>
<tr>
<td>State grants and contracts</td>
<td>34,771</td>
<td>38,303</td>
<td></td>
<td>(3,532)</td>
<td>-9.2%</td>
</tr>
<tr>
<td>Local grants and contracts</td>
<td>14,259</td>
<td>15,614</td>
<td></td>
<td>(1,355)</td>
<td>-8.7%</td>
</tr>
<tr>
<td>Private grants and contracts</td>
<td>153,824</td>
<td>150,510</td>
<td></td>
<td>3,314</td>
<td>2.2%</td>
</tr>
<tr>
<td>Sales and services of educational departments</td>
<td>79,896</td>
<td>92,072</td>
<td></td>
<td>(12,176)</td>
<td>-13.4%</td>
</tr>
<tr>
<td>Sales and services of auxiliary enterprises</td>
<td>72,032</td>
<td>220,022</td>
<td></td>
<td>(147,990)</td>
<td>-67.3%</td>
</tr>
<tr>
<td>Sales and services of the OSU Health System, net</td>
<td>1,863,829</td>
<td>1,763,477</td>
<td></td>
<td>100,352</td>
<td>5.7%</td>
</tr>
<tr>
<td>Sales and services of OSU Physicians, Inc., net</td>
<td>312,370</td>
<td>307,090</td>
<td></td>
<td>5,280</td>
<td>1.7%</td>
</tr>
<tr>
<td>Other operating revenues</td>
<td>13,958</td>
<td>21,067</td>
<td></td>
<td>(7,109)</td>
<td>-33.7%</td>
</tr>
<tr>
<td><strong>Total Operating Revenues</strong></td>
<td><strong>3,207,838</strong></td>
<td><strong>3,297,869</strong></td>
<td></td>
<td><strong>(90,031)</strong></td>
<td><strong>-2.7%</strong></td>
</tr>
</tbody>
</table>

## Operating Expenses:

### Educational and General:

<table>
<thead>
<tr>
<th></th>
<th>December 2020</th>
<th>December 2019</th>
<th>Increase/Decrease</th>
<th>Dollars</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction and departmental research</td>
<td>518,902</td>
<td>516,382</td>
<td></td>
<td>2,520</td>
<td>0.5%</td>
</tr>
<tr>
<td>Separately budgeted research</td>
<td>268,429</td>
<td>262,665</td>
<td></td>
<td>5,764</td>
<td>2.2%</td>
</tr>
<tr>
<td>Public service</td>
<td>85,759</td>
<td>91,940</td>
<td></td>
<td>(6,181)</td>
<td>-6.7%</td>
</tr>
<tr>
<td>Academic support</td>
<td>116,236</td>
<td>119,936</td>
<td></td>
<td>(3,700)</td>
<td>-3.1%</td>
</tr>
<tr>
<td>Student services</td>
<td>38,411</td>
<td>46,671</td>
<td></td>
<td>(8,260)</td>
<td>-17.7%</td>
</tr>
<tr>
<td>Institutional support</td>
<td>151,522</td>
<td>138,329</td>
<td></td>
<td>13,193</td>
<td>9.5%</td>
</tr>
<tr>
<td>Operation and maintenance of plant</td>
<td>63,797</td>
<td>65,907</td>
<td></td>
<td>(2,110)</td>
<td>-3.2%</td>
</tr>
<tr>
<td>Scholarships and fellowships</td>
<td>74,012</td>
<td>67,911</td>
<td></td>
<td>6,101</td>
<td>9.0%</td>
</tr>
<tr>
<td><strong>Auxiliary enterprises</strong></td>
<td>132,368</td>
<td>182,317</td>
<td></td>
<td>(49,949)</td>
<td>-27.4%</td>
</tr>
<tr>
<td><strong>OSU Health System</strong></td>
<td>1,611,408</td>
<td>1,535,793</td>
<td></td>
<td>75,615</td>
<td>4.9%</td>
</tr>
<tr>
<td><strong>OSU Physicians, Inc.</strong></td>
<td>298,860</td>
<td>296,418</td>
<td></td>
<td>2,442</td>
<td>0.8%</td>
</tr>
<tr>
<td><strong>Depreciation</strong></td>
<td>217,642</td>
<td>210,008</td>
<td></td>
<td>7,634</td>
<td>3.6%</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td><strong>3,577,346</strong></td>
<td><strong>3,534,277</strong></td>
<td></td>
<td><strong>43,069</strong></td>
<td><strong>1.2%</strong></td>
</tr>
</tbody>
</table>

## Non-operating Revenues (Expenses):

<table>
<thead>
<tr>
<th>Non-operating Income (Expenses)</th>
<th>December 2020</th>
<th>December 2019</th>
<th>Increase/Decrease</th>
<th>Dollars</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>State share of instruction and line-item appropriations</td>
<td>234,152</td>
<td>240,934</td>
<td></td>
<td>(6,782)</td>
<td>-2.8%</td>
</tr>
<tr>
<td>Federal subsidies for Build America Bonds interest</td>
<td>5,396</td>
<td>5,327</td>
<td></td>
<td>69</td>
<td>1.3%</td>
</tr>
<tr>
<td>Federal non-exchange grants</td>
<td>39,637</td>
<td>36,140</td>
<td></td>
<td>3,497</td>
<td>9.7%</td>
</tr>
<tr>
<td>CARES Assistance</td>
<td>68,925</td>
<td>-</td>
<td></td>
<td>68,925</td>
<td>100.0%</td>
</tr>
<tr>
<td>State non-exchange grants</td>
<td>7,776</td>
<td>7,875</td>
<td></td>
<td>(99)</td>
<td>-1.3%</td>
</tr>
<tr>
<td>Gifts</td>
<td>88,063</td>
<td>106,317</td>
<td></td>
<td>(18,254)</td>
<td>-17.2%</td>
</tr>
<tr>
<td>Net investment income</td>
<td>906,443</td>
<td>437,087</td>
<td></td>
<td>469,356</td>
<td>107.4%</td>
</tr>
<tr>
<td>Interest expense on plant debt</td>
<td>(61,512)</td>
<td>(61,172)</td>
<td></td>
<td>(340)</td>
<td>0.6%</td>
</tr>
<tr>
<td>Other non-operating revenues/expenses</td>
<td>3,393</td>
<td>(3,091)</td>
<td></td>
<td>6,484</td>
<td>-209.8%</td>
</tr>
<tr>
<td><strong>Net Non-operating Revenue (Expense)</strong></td>
<td><strong>1,292,273</strong></td>
<td><strong>769,417</strong></td>
<td></td>
<td><strong>522,856</strong></td>
<td><strong>68.0%</strong></td>
</tr>
</tbody>
</table>

## Income before Other Revenues, Expenses, Gains or Losses

<table>
<thead>
<tr>
<th>Income before Other Revenues, Expenses, Gains or Losses</th>
<th>December 2020</th>
<th>December 2019</th>
<th>Increase/Decrease</th>
<th>Dollars</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>922,765</td>
<td>533,009</td>
<td>389,756</td>
<td></td>
<td>71.3%</td>
<td></td>
</tr>
</tbody>
</table>

## Changes in Net Position

<table>
<thead>
<tr>
<th>Changes in Net Position</th>
<th>December 2020</th>
<th>December 2019</th>
<th>Increase/Decrease</th>
<th>Dollars</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>State capital appropriations</td>
<td>33,866</td>
<td>35,364</td>
<td></td>
<td>(1,498)</td>
<td>-4.2%</td>
</tr>
<tr>
<td>Private capital gifts</td>
<td>8,934</td>
<td>5,648</td>
<td></td>
<td>3,286</td>
<td>58.2%</td>
</tr>
<tr>
<td>Additions to permanent endowments</td>
<td>27,682</td>
<td>37,287</td>
<td></td>
<td>(9,605)</td>
<td>-25.8%</td>
</tr>
<tr>
<td>Capital contributions and other changes in net position</td>
<td>(19,371)</td>
<td>(8,353)</td>
<td></td>
<td>(11,018)</td>
<td>100.0%</td>
</tr>
<tr>
<td><strong>Total Changes in Net Position</strong></td>
<td><strong>51,111</strong></td>
<td><strong>69,946</strong></td>
<td></td>
<td><strong>(18,835)</strong></td>
<td><strong>-26.9%</strong></td>
</tr>
<tr>
<td><strong>Increase in Net Position</strong></td>
<td><strong>973,876</strong></td>
<td><strong>602,955</strong></td>
<td></td>
<td><strong>370,921</strong></td>
<td><strong>61.5%</strong></td>
</tr>
</tbody>
</table>

## Net Position - Beginning of Year

<table>
<thead>
<tr>
<th>Net Position - Beginning of Year</th>
<th>December 2020</th>
<th>December 2019</th>
<th>Increase/Decrease</th>
<th>Dollars</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>5,682,321</td>
<td>5,654,015</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Net Position - End of Period

<table>
<thead>
<tr>
<th>Net Position - End of Period</th>
<th>December 2020</th>
<th>December 2019</th>
<th>Increase/Decrease</th>
<th>Dollars</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>$6,656,197</td>
<td>$6,256,970</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### THE OHIO STATE UNIVERSITY
### STATEMENTS OF CASH FLOWS - UNAUDITED
### Years Ended December 31, 2020 and December 31, 2019
### (in thousands)

<table>
<thead>
<tr>
<th></th>
<th>December 2020</th>
<th>December 2019</th>
<th>Incr/(Decr) to Cash Dollars</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash Flows from Operating Activities:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition and fee receipts</td>
<td>$562,468</td>
<td>$683,217</td>
<td>$(120,749)</td>
<td>-17.7%</td>
</tr>
<tr>
<td>Grant and contract receipts</td>
<td>355,624</td>
<td>377,147</td>
<td>(21,523)</td>
<td>-5.7%</td>
</tr>
<tr>
<td>Receipts for sales and services</td>
<td>2,329,676</td>
<td>2,425,858</td>
<td>(96,182)</td>
<td>-4.0%</td>
</tr>
<tr>
<td>Payments to or on behalf of employees</td>
<td>(1,658,016)</td>
<td>(1,574,757)</td>
<td>(83,259)</td>
<td>5.3%</td>
</tr>
<tr>
<td>University employee benefit payments</td>
<td>(434,245)</td>
<td>(424,879)</td>
<td>(9,366)</td>
<td>2.2%</td>
</tr>
<tr>
<td>Payments to vendors for supplies and services</td>
<td>(1,280,235)</td>
<td>(1,254,399)</td>
<td>(25,836)</td>
<td>2.1%</td>
</tr>
<tr>
<td>Payments to students and fellows</td>
<td>(69,316)</td>
<td>(63,334)</td>
<td>(5,982)</td>
<td>9.4%</td>
</tr>
<tr>
<td>Student loans issued</td>
<td>1,825</td>
<td>2,001</td>
<td>176</td>
<td>-8.8%</td>
</tr>
<tr>
<td>Student loans collected</td>
<td>4,969</td>
<td>5,220</td>
<td>(251)</td>
<td>-4.8%</td>
</tr>
<tr>
<td>Student loan interest and fees collected</td>
<td>961</td>
<td>1,027</td>
<td>(66)</td>
<td>-6.4%</td>
</tr>
<tr>
<td>Other receipts, net</td>
<td>(6,630)</td>
<td>7,193</td>
<td>(13,823)</td>
<td>-192%</td>
</tr>
<tr>
<td><strong>Net cash (used) provided by operating activities</strong></td>
<td>(196,369)</td>
<td>180,292</td>
<td>(376,661)</td>
<td>-208.9%</td>
</tr>
</tbody>
</table>

|                                |               |               |                            |     |
| **Cash Flows from Noncapital Financing Activities:** |               |               |                            |     |
| State share of instruction and line-item appropriations | 234,152       | 200,827       | 33,325                     | 16.6%  |
| Non-exchange grant receipts    | 47,413        | 44,015        | 3,398                      | 7.7%   |
| CARES Assistance               | 68,025        | 68,025        | 100.0%                     |       |
| Gift receipts for current use  | 88,063        | 106,317       | (18,254)                  | -17.2% |
| Additions to permanent endowments | 27,682       | 37,287        | (9,605)                   | -25.8% |
| Drawdowns of federal direct loan proceeds | 258,500     | 276,500       | (18,000)                  | -6.5%  |
| Disbursements of federal direct loans to students | (254,578)  | (292,954)     | 38,376                    | -13.1% |
| Repayment of loans from related organization | 1,984         | 98            | 1,886                     | 1924.5% |
| Amounts received for annuity and life income funds | 423           | 1,218         | (795)                     | 100.0% |
| Amounts paid to annuitants and life beneficiaries | (1,145)      | (868)         | (277)                     | 31.9%  |
| Agency funds receipts, net     | 1,218         | 642           | 576                       | 89.7%  |
| **Net cash provided by noncapital financing activities** | 472,837       | 373,082       | 99,555                     | 26.7%  |

|                                |               |               |                            |     |
| **Cash Flows from Capital Financing Activities:** |               |               |                            |     |
| State capital appropriations   | 34,364        | 34,142        | 222                       | 0.7%   |
| Gift receipts for capital projects | 8,934         | 5,648         | 3,286                     | 58.2%  |
| Payments for purchase or construction of capital assets | (430,016)  | (318,385)     | (111,633)                 | 35.1%  |
| Principal payments on capital debt and leases | (43,322)     | (38,008)      | (5,316)                   | 14.0%  |
| Interest payments on capital debt and leases | (61,107)     | (61,433)      | 326                       | -0.5%  |
| Federal subsidies for Build America Bonds interest | 5,396        | 5,327         | 69                        | 1.3%   |
| **Net cash (used) by capital financing activities** | (485,753)     | (372,707)     | (113,046)                 | 30.3%  |

|                                |               |               |                            |     |
| **Cash Flows from Investing Activities:** |               |               |                            |     |
| Net (purchases) sales of temporary investments | (221,180)    | (65,416)      | (155,764)                 | 238.1% |
| Proceeds from sales and maturities of long-term investments | 2,577,395  | 1,657,124     | 920,271                   | 55.5%  |
| Investment income               | 86,449        | 171,544       | (85,096)                  | -49.6% |
| **Net cash provided (used) by investing activities** | (180,754)     | 23,013        | (203,767)                 | -885.4% |

|                                |               |               |                            |     |
| **Net Increase (Decrease) in Cash** | (390,239)     | 203,680       | $ (593,919)               | -291.6% |
| Cash and Cash Equivalents - Beginning of Year | 2,432,815   | 2,201,133     |                          |       |
| **Cash and Cash Equivalents - End of Period** | $ 2,042,576  | $ 2,404,813   |                          |       |

February 23-25, 2021, Board of Trustees Meetings

1236
MAJOR PROJECT UPDATES
Projects Over $20M
February 2021
# PROJECT STATUS REPORT CURRENT PROJECTS OVER $20M

<table>
<thead>
<tr>
<th>PROJECT NAME</th>
<th>CONS COMPLETION DATE</th>
<th>APPROVALS</th>
<th>BUDGET</th>
<th>ON TIME</th>
<th>ON BUDGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wooster - New Lab Building</td>
<td>COMPLETE</td>
<td></td>
<td>$33.5 M</td>
<td></td>
<td></td>
</tr>
<tr>
<td>WMC Inpatient Hospital - Central Sterile Supply</td>
<td>COMPLETE</td>
<td></td>
<td>$45.3 M</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Postle Partial Replacement</td>
<td>COMPLETE</td>
<td></td>
<td>$95.0 M</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Newark - John &amp; Mary Alford Ctr for Sci and Technology</td>
<td>3/21</td>
<td>✓</td>
<td>$32.0 M</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>WMC Inpatient Hosp Garage, Infr &amp; Roadwork</td>
<td>3/21</td>
<td>✓</td>
<td>$101.0 M</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>WMC Outpatient Care New Albany</td>
<td>6/21</td>
<td>✓</td>
<td>$137.9 M</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Dodd - Parking Garage</td>
<td>5/22</td>
<td>✓</td>
<td>$33.3 M</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Newton - Renovation and Addition</td>
<td>5/22</td>
<td>✓</td>
<td>$25.3 M</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>WMC Outpatient Care Dublin</td>
<td>7/22</td>
<td>✓</td>
<td>$161.2 M</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Celeste Lab Renovation</td>
<td>8/22</td>
<td>✓</td>
<td>$31.5 M</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Controlled Environment Food Prod Research Complex</td>
<td>8/22</td>
<td>✓</td>
<td>$35.8 M</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Arts District</td>
<td>2/23</td>
<td>✓</td>
<td>$161.6 M</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>WMC Outpatient Care West Campus</td>
<td>2/23</td>
<td>✓</td>
<td>$348.5 M</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Energy Advancement and Innovation Center</td>
<td>3/23</td>
<td>✓</td>
<td>$36.7 M</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Interdisciplinary Research Facility</td>
<td>5/23</td>
<td>✓</td>
<td>$237.5 M</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Interdisciplinary Health Sciences Center</td>
<td>11/23</td>
<td>✓</td>
<td>$155.9 M</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Cannon Drive Rehabilitation - Phase 2</td>
<td>12/24</td>
<td>✓</td>
<td>$56.9 M</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Wexner Medical Center Inpatient Hospital</td>
<td>6/25</td>
<td>✓</td>
<td>$1797.1 M</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL - 18 PROJECTS</strong></td>
<td></td>
<td></td>
<td>$3,526.0 M</td>
<td>✓</td>
<td></td>
</tr>
</tbody>
</table>

- **On Track**
- **Watching Closely**
- **Not on Track**

February 23-25, 2021, Board of Trustees Meetings
WOOSTER – NEW LABORATORY BUILDING

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

PROJECT FUNDING: University funds; state appropriations
PROJECT UPDATE: The building is complete and occupied.

<table>
<thead>
<tr>
<th>CURRENT BUDGET</th>
<th>CONSULTANTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction w/ Cont</td>
<td>$30.0 M</td>
</tr>
<tr>
<td>Total Project</td>
<td>$33.5 M</td>
</tr>
</tbody>
</table>

PROJECT SCHEDULE

- BoT Approval: 1/17
- Construction: 10/18-11/20
- Facility Opening: 12/20

On Budget
On Time
POSTLE PARTIAL REPLACEMENT

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

PROJECT FUNDING: Fundraising; state appropriations; university funds; university debt
PROJECT UPDATE: Construction has completed, and portions of the facility are open, including central sterilization. The dental faculty practice will open in March. The student operatory clinics will be ready for occupancy after COVID-19 barriers are completed this summer.

CURRENT BUDGET

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction w/ Cont</td>
<td>$85.4 M</td>
</tr>
<tr>
<td>Total Project</td>
<td>$95.0 M</td>
</tr>
</tbody>
</table>

PROJECT SCHEDULE

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>BoT Approval</td>
<td>9/16</td>
</tr>
<tr>
<td>Construction</td>
<td>6/18-1/21</td>
</tr>
<tr>
<td>Facility Opening</td>
<td>1/21</td>
</tr>
</tbody>
</table>

CONSULTANTS

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Architect of Record</td>
<td>Design Group</td>
</tr>
<tr>
<td>Des Architect</td>
<td>Robert AM</td>
</tr>
<tr>
<td>CM at Risk</td>
<td>Gilbane</td>
</tr>
</tbody>
</table>

POSTLE PARTIAL REPLACEMENT

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

**PROJECT FUNDING:** Department funds; fundraising; university debt; state funds

**PROJECT UPDATE:** Construction started in December. Underground utility relocations are underway.

### CURRENT BUDGET

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction w/ Cont</td>
<td>$22.9 M</td>
</tr>
<tr>
<td>Total Project</td>
<td>$25.6 M</td>
</tr>
</tbody>
</table>

### CONSULTANTS

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Architect of Record</td>
<td>Meacham &amp; Apel</td>
</tr>
<tr>
<td>CM at Risk</td>
<td>Ruscilli</td>
</tr>
</tbody>
</table>

### PROJECT SCHEDULE

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>BoT Approval</td>
<td>2/18</td>
</tr>
<tr>
<td>Construction</td>
<td>12/20-5/22</td>
</tr>
<tr>
<td>Facility Opening</td>
<td>8/22</td>
</tr>
</tbody>
</table>
WEXNER MEDICAL CENTER OUTPATIENT CARE WEST CAMPUS

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

PROJECT FUNDING: Auxiliary funds; fundraising; partner funds

PROJECT UPDATE: Garage 2nd floor deck is completed, 3rd floor deck framing has begun. First floor proton vault walls have been poured and shear wall towers are continuing upward. Site utilities are ongoing. Design Documents are complete and the final GMP being negotiated.

CURRENT BUDGET

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction w/ Cont</td>
<td>$229.0 M</td>
</tr>
<tr>
<td>Total Project</td>
<td>$348.5 M</td>
</tr>
</tbody>
</table>

CONSULTANTS

<table>
<thead>
<tr>
<th>Role</th>
<th>Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>Architect of Record</td>
<td>Perkins &amp; Will</td>
</tr>
<tr>
<td>CM at Risk</td>
<td>BoldtLinbeck</td>
</tr>
</tbody>
</table>

PROJECT SCHEDULE

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>BoT Approval</td>
<td>11/18</td>
</tr>
<tr>
<td>Construction</td>
<td>7/20-2/23</td>
</tr>
<tr>
<td>Facility Opening – Ambulatory</td>
<td>5/23</td>
</tr>
<tr>
<td>Facility Opening – Proton</td>
<td>10/23</td>
</tr>
</tbody>
</table>
# ADVANCEMENT SCORECARD

**DATA THROUGH DECEMBER 31, 2020**

<table>
<thead>
<tr>
<th>A</th>
<th>FISCAL YEAR MEASURES</th>
<th>FY 19</th>
<th>FY 20</th>
<th>FY 20 TO 12/31</th>
<th>FY 21 TO 12/31</th>
<th>CURRENT STATUS</th>
<th>YTD Target</th>
<th>FY 21 GOAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. GIFTS AND PLEDGES</td>
<td>$623.3M</td>
<td>$509.9M</td>
<td>$303.5M</td>
<td>$243.3M</td>
<td></td>
<td></td>
<td>84.2%</td>
<td>$500M</td>
</tr>
<tr>
<td>2. CASH</td>
<td>$413.3M</td>
<td>$416.8M</td>
<td>$245.7M</td>
<td>$217.3M</td>
<td></td>
<td></td>
<td>97.4%</td>
<td>$395M</td>
</tr>
<tr>
<td>3. TOTAL DONORS</td>
<td>272,635</td>
<td>237,338</td>
<td>184,469</td>
<td>134,855</td>
<td></td>
<td></td>
<td>83.4%</td>
<td>232,000</td>
</tr>
<tr>
<td>A. RENEWED DONORS</td>
<td>145,785</td>
<td>135,125</td>
<td>111,736</td>
<td>87,308</td>
<td></td>
<td></td>
<td>89.8%</td>
<td>123,000</td>
</tr>
<tr>
<td>B. ACQUIRED AND REACQUIRED DONORS</td>
<td>126,850</td>
<td>102,213</td>
<td>72,733</td>
<td>47,547</td>
<td></td>
<td></td>
<td>73.2%</td>
<td>109,000</td>
</tr>
</tbody>
</table>

**EVENTS**

<table>
<thead>
<tr>
<th>B</th>
<th>EVENTS</th>
<th>FY 19</th>
<th>FY 20</th>
<th>FY 20 TO 12/31</th>
<th>FY 21 TO 12/31</th>
<th>CURRENT STATUS</th>
<th>YTD Target</th>
<th>FY 21 GOAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. CONSTITUENT ATTENDANCE ACROSS EVENTS</td>
<td>49,405</td>
<td>41,840</td>
<td>28,001</td>
<td>22,195</td>
<td></td>
<td></td>
<td>N/A</td>
<td>50,000</td>
</tr>
<tr>
<td>2. AVERAGE NET PROMOTER SCORE</td>
<td>76.0</td>
<td>71.6</td>
<td>72.08</td>
<td>70.66</td>
<td></td>
<td></td>
<td>N/A</td>
<td>72.00</td>
</tr>
</tbody>
</table>

**MARKETING**

<table>
<thead>
<tr>
<th>C</th>
<th>MARKETING</th>
<th>FY 19</th>
<th>FY 20</th>
<th>FY 20 TO 12/31</th>
<th>FY 21 TO 12/31</th>
<th>CURRENT STATUS</th>
<th>YTD Target</th>
<th>FY 21 GOAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. CULTIVATED AUDIENCE</td>
<td>1,971,427</td>
<td>2,112,365</td>
<td>2,068,730</td>
<td>2,084,932</td>
<td></td>
<td></td>
<td>N/A</td>
<td>2,150,000</td>
</tr>
<tr>
<td>2. AUDIENCE RATE OF ENGAGEMENT</td>
<td>4.09%</td>
<td>4.83%</td>
<td>4.79%</td>
<td>4.70%</td>
<td></td>
<td></td>
<td>N/A</td>
<td>4.83%</td>
</tr>
</tbody>
</table>

**TARGET BASED ON LAST 3 FY PERFORMANCE**

- Green: >= 95%
- Yellow: 90% - 94.9%
- Red: <90%
Date: February 1, 2021
To: The Ohio State University Audit, Finance & Investment Committee
From: Christa Dewire, Audit Partner
Subject: External Audit Update

Purpose

To report to the Committee on the status of the external audit of the University’s financial statements and other related deliverables.

Committee Action

No action needed.

Executive Summary

Our report to the Committee provides for a brief update as to the status of our fiscal 2020 external audit deliverables, as well as the timing of our fiscal 2021 audit planning procedures.

We will share our detailed 2021 audit plan with the Committee during the June meeting.

The Appendices to our materials includes PwC’s 2020 Audit Quality Report and PwC’s 2021 Audit Quality Update, which describes how our culture, values, people and processes come together to help us achieve our audit quality objectives, as well as where we as a Firm have been focused this past year.
The Ohio State University
External Audit Update for
the Audit, Finance & Investment
Committee of the Board of Trustees

February 25, 2021
**External Audit Update (as of February 1, 2021)**

**Fiscal 2020 status of audit and attest deliverables:**

- All of the fiscal 2020 audit and attest deliverables have been completed and submitted to the Auditor of State with the exception of the OMB Uniform Guidance report.

- Our Uniform Guidance procedures are well underway and we expect to issue our report in March 2021 upon completion of testing requirements for certain COVID-19 relief funds as detailed within the OMB Compliance Supplement Addendum released on December 23, 2020.

**Status of Planning for fiscal 2021 Audits:**

- Our planning process will commence in the near-term and will include discussions with management as to significant changes in financial reporting risks, including systems implementations and other key initiatives or transactions that are expected to impact the fiscal 2021 external audit.

- PwC’s Audit Plan for fiscal 2021 will be presented at the next Committee meeting.

**Appendices:**

- The following appendices have been included for the Committee’s information. We would be happy to discuss in more detail at the Committee’s request:
  
  - PwC’s 2020 Audit Quality Report (September 2020)
  - PwC’s 2021 Audit Quality Update (January 2021)
Our focus on audit quality

2020 | Explore here
Contents

03 Opening message

27 Approach

06 Culture and values

40 Monitoring

15 People

44 Stakeholder engagement

26 Assurance Quality Advisory Committee

45 Legal and governance structure
To our stakeholders

Quality first, purpose always.

In February of this year, we released an update to our annual Audit Quality Report, Continuing our focus on audit quality, in order to provide timely insights regarding our continued efforts to enhance audit quality. Within a few weeks, COVID-19 culminated in an unprecedented global health, humanitarian, and economic crisis. Almost overnight, people all over the world faced severe disruptions at both work and home. Concerns over the health and safety of loved ones and looming financial hardships were suddenly paramount.

As leaders of a professional services firm with over 50,000 employees in the US, our immediate concern and responsibility is for the welfare of our people. We took a number of steps to prioritize their well-being, such as closing our offices and suspending travel in advance of local government action. In turn, with the right tools and guidance, our people were able to quickly adapt to working remotely and continue to serve our clients and stakeholders with the level of quality that we and they have come to expect. Due to the unwavering commitment of our people, we have been able to meet the critical needs of our clients and stakeholders. In turn, we have committed to continue to make investments similar to pre-pandemic levels in our people and technology—because regardless of today's challenges, these investments are essential to serving our clients and achieving our purpose in the long run.

In our 2020 Audit Quality Report, you will read about measures we implemented in response to the COVID-19 crisis, and how our ability to be agile, virtual, and ready to handle the unexpected have made it possible to quickly pivot and respond to the challenge. For example, we launched a COVID-19 training series to help our people plan and conduct audits in this period of uncertainty and quickly converted near-term, in-person training to digital formats leveraging our ongoing efforts to restructure and digitize our curriculum.

In addition, you will read about our system of quality control, transparency data points, and how we have delivered on our audit quality objectives over the past year, such as:

- **Our ongoing commitment to diversity and inclusion.** PwC embraces diversity and inclusion as an essential aspect of our purpose, culture, and values. Our diversity and inclusion programs support our people and foster an inclusive culture by embracing the unique experiences and perspectives each individual brings to the table. We condemn racial injustice and inequality, and are using our platform as a leader in business to stand against and help eliminate racism, bias, and discrimination in society.

- **Our focus on independence.** Our independence protocols and monitoring processes related to the acceptance and performance of non-audit services are designed to address the risks from having multiple lines of service and to provide our people with the training and support they need to maintain independence in fact and appearance.

- **Our innovative approach.** Our first-rate methodology, technology, and training provide our people with the guidance and tools they need to drive audit quality and reinforce critical skills and behaviors related to delivering audit quality. Tomorrow’s audit, today is how we bring together our people and technology in innovative ways to deliver quality.

Audit quality remains our #1 job. It’s core to our purpose—to build trust in society and solve important problems. We are proud to be auditors, and we are proud of the important role we play in the financial reporting ecosystem—supporting the overall health of the global economy and building trust in times of uncertainty.

Thank you for engaging with us on our audit quality journey, and for your interest in our continued progress.
2020 year in review

Assurance professionals surveyed who report:

- Receiving consistent messaging on the importance of audit quality: 99%
- Understanding the firm’s audit quality objectives: 98%

Average voluntary turnover rate:
- Managers: 10.9%
- Senior Associates: 19.0%
- Associates: 13.8%
- Total: 14.4%

Leverage ratio of audit team member hours:
- Partner to Manager: 1 to 4.4
- Manager to Staff: 1 to 3.5

Average annual hours worked in excess of 40 hours per week:
- Partners: 398
- Managers: 286
- Senior Associates: 263
- Associates: 238

2018 PCAOB inspection report:
- Audits included in Part 1.A: 14
- Audits inspected: 55
- Number of issuer audit engagements subject to internal inspection: 117
- Compliance rate of issuer audit engagements selected for internal inspection: 97%

Please see the full report for additional information regarding the data points shown. Electronic users may click on the data points to navigate to additional information.
2020 year in review

16.4%  
Percentage of audit hours provided by specialists

23  
Partners’ average years of experience at PwC

1 to 8.0  
Ratio of partners serving in technical support roles to the total number of audit partners

99.6%  
Percentage of issuer audit client financial statements that were not restated

98.7%  
Percentage of reports on a company’s internal control over financial reporting that were not reissued or withdrawn

75 hours  
Average training hours completed per audit professional

12.4%  
Percentage of audit hours performed by Acceleration Centers

1,100+  
Number of engagements that use Centers of Excellence

500+  
Number of Assurance professionals trained as Digital Accelerators

Please see the full report for additional information regarding the data points shown. Electronic users may click on the data points to navigate to additional information.
Our culture and values

Tone at the top

Our purpose is to build trust in society and solve important problems. We build trust by delivering on our commitment to quality and independence, which are foundational to what we do. These must come first and can’t be compromised for our business to be successful. But as a purpose-led and values-driven organization, we look at tone at the top more broadly, considering areas such as how we win new work, accept new clients, develop and share thought leadership, recruit and develop our people, and create an inclusive and respectful work environment.

We expect our partners¹ and staff to exhibit the core values underlying our purpose:

- Care
- Work together
- Make a difference
- Reimagine the possible
- Act with integrity

Our people are working in a complex environment with competing demands. As a result, topics such as quality and accountability are an ongoing focus of our communications, and those communications are used to reinforce our commitment to our purpose and values, including integrity and ethics. Key messages are communicated to our firm² by our Senior Partner and our leadership team and are reinforced by engagement partners. We track whether our people believe that our leaders’ messaging conveys the importance of quality to the success of our firm. Based on this tracking, we are confident our people understand our audit quality objectives.

Percentage of Assurance professionals surveyed who report:

<table>
<thead>
<tr>
<th></th>
<th>FY20³</th>
<th>FY19</th>
<th>FY18</th>
<th>FY20</th>
<th>FY19</th>
<th>FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td>receiving consistent messages about the importance of audit quality from both local and firm leadership</td>
<td>99%</td>
<td>98%</td>
<td>98%</td>
<td>98%</td>
<td>97%</td>
<td>97%</td>
</tr>
<tr>
<td>understanding the firm’s audit quality objectives</td>
<td>98%</td>
<td>97%</td>
<td>97%</td>
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</tr>
</tbody>
</table>

¹Partners
²Firm
³FY20 is fiscal year 2020
Our response to COVID-19

During the COVID-19 crisis, our first priority was to keep our people healthy and give them the flexibility to care for themselves and their loved ones. At the same time, we were also focused on continuing to run our business and serve our clients. Our existing tools and infrastructure allowed our people to shift to working in different ways and to coordinate and communicate with our clients. In response to the human, business, and financial reporting challenges presented by the COVID-19 crisis, we took the following actions:

Prioritized the well-being of our people. We closed our offices and halted travel for both internal meetings and client matters in advance of local government action, while firm leadership provided frequent, transparent updates about the impact of business decisions on job performance and job security. In addition, our range of existing well-being resources were available to help our people care for themselves and their loved ones, whether they needed back-up emergency childcare or emotional support.

At PwC, “audit quality” means that we consistently:
- comply with auditing standards;
- exercise professional skepticism;
- use our experience to identify and resolve issues timely; and
- apply a deep and broad understanding of our clients’ businesses and the financial environment in which they operate.

Our audit quality principles are achieved through our audit quality practices and mean that we:
- ask tough questions;
- apply an objective and skeptical mindset;
- embrace the supervision and review process as a way to continuously improve;
- stay current on professional standards;
- have timely, meaningful exchanges with audit committees and management;
- plan our work and resolve issues in a timely and thorough fashion;
- remain alert for issues that need deeper analysis;
- act with professionalism; and
- recognize our role in the capital markets.
Implemented engagement-level continuity plans. Leveraging the benefits of our continued investments in tech-enabling the audit, we were able to provide our people with the tools and technology needed to deliver quality service to our clients while working safely. Because our existing infrastructure already included the tools and security protocols needed for remote working, within days we were able to increase our capacity for remote connectivity to meet the needs of our people, before any stay-at-home orders were issued. We identified new capabilities to optimize working effectively in virtual settings, including additional apps and video capabilities. We were also able to rapidly transition and train our technology support functions to continue to provide our people with uninterrupted 24/7 support. In addition, our Acceleration Centers were able to conduct business as usual by working from home through use of our existing tools and technology.

Managed auditing challenges. We delivered real-time guidance to our audit professionals in the form of written communications, webcasts, and podcasts on conducting an audit in a period of uncertainty, including, but not limited to, considerations related to virtual auditing, auditing asset impairments, physical inventory observations, and assessing going concern. In addition, our Assurance Quality Management Network (see page 35) performed extensive reach-out to stay connected with audit teams with respect to potential audit and client issues related to COVID-19.

Tackled technical accounting issues. Our National Office, through its various communication channels, such as podcasts, webcasts, and publications, provided our clients and audit teams with thought leadership related to the numerous financial reporting implications of COVID-19, including fair value and impairment considerations and addressing liquidity and going concern, and the accounting and auditing considerations for the CARES Act.

Provided thought leadership to boards and audit committees. We facilitated webcasts to help corporate directors, including audit committee members, prepare for the complex challenges of this crisis and pulled together the main themes and insights from these conversations into thought leadership resources.

Leveraged the PwC Network. We participated in a global working group with other large PwC Network firms to discuss broader impacts and share best practices on territory responses to the pandemic. We were also involved in and contributed to global guidance and communications, ensuring the PwC Network firms were aligned when necessary.

Engaged with regulators and others across the profession. We interacted regularly with stakeholders across the regulatory spectrum and the profession, including the SEC, PCAOB, the Center for Audit Quality, standard setters, and industry bodies, to share emerging practices and financial reporting issues.

Supported our communities. Through virtual volunteering and giving, our people made a difference by supporting teachers and students with at-home learning, helping nonprofits solve important problems, and contributed dollars and goods to aid in response efforts. In addition, the PwC Charitable Foundation has contributed over $4 million to COVID-19 related relief efforts. We also made our Digital Fitness app available for everyone. In addition to emerging digital trends and technologies content, we added relevant health and business insights, tips and planning ideas for families, resources for K-12 education, and information to help manage self care and conversations with children.

“My goals for PwC are simple: To protect our people and continue to serve our clients.”

Tim Ryan, US Chairman and Senior Partner
Ethics, independence, and objectivity

Ethics

Ethical behavior is the foundation for building trust. We have a code of conduct and supporting policies that describe expected behaviors. We also provide multiple ways for our people to ask questions and obtain policy guidance or voice concerns about possible policy violations, including an Ethics HelpLine, through which concerns may be reported anonymously, if preferred.

Protecting client confidentiality and preserving necessary records are key components of our ethics policies. These policies are included as part of our new-hire training and reinforced during mandatory annual independence, ethics, and compliance training and in a required annual compliance confirmation.

Independence and objectivity

As auditors, we are required to be independent from our audit clients. Independence, in fact and appearance, sets the foundation for us to exercise professional skepticism and make objective conclusions without being affected by influences that could compromise our professional judgment.

Our independence policy is based on the Code of Ethics for Professional Accountants of the International Ethics Standards Board for Accountants and is supplemented to comply with the requirements of US standard setters and regulators. We support our people in maintaining independence by providing systems and processes that:

- track the entities requiring independence;
- enable assessments and documentation of approval for providing permissible non-audit services;
- facilitate the assessment and monitoring of joint business relationships;
- support consultations with our experts;
- facilitate the evaluation, pre-approval, and monitoring of securities and other financial arrangements held by partners, managers, and others to whom independence rules apply;
- allow many brokerage firms to record security transactions on behalf of our people;
- document our professionals’ annual confirmation of compliance with our independence policies and other compliance topics; and
- facilitate the process of sending engagement independence confirmations and generating the documentation necessary to evidence the confirmation process automatically.
To further mitigate potential independence risk in the execution of non-audit services to audit clients and to enhance audit committee pre-approval communications, our process for reviewing and authorizing certain non-audit services for SEC-issuer audit clients includes:

- the involvement of an independence specialist to review and assess the scope of services set forth in the relevant contract/statement of work (including related initial engagement communications, such as a request for proposal, to determine if differences exist related to the scope as compared to the contract/statement of work) and audit committee communications, where applicable; and
- the performance of pre-engagement independence coaching sessions and independence in-flight reviews for certain engagements.

In addition, to support the implementation of these enhanced processes and reinforce the individual behaviors necessary to maintaining independence, our partners and staff are required to take training courses tailored to their level and line of service.

A team of dedicated professionals (14 partners and 232 staff):

- maintains our independence policies, processes, and systems;
- develops our annual independence training; and
- serves as a resource for our people when questions arise.

In FY20, this team engaged in approximately 26,000 independence-related consultations.

We have disciplinary procedures in place in the event of noncompliance with our independence policies. Independence policies require that we report independence rule exceptions to those charged with governance at our affected clients so that the breach’s impact on the Firm’s independence can be assessed.

Partner rotation

Partner rotation strikes a balance between bringing “fresh eyes” to the audit and maintaining a deep understanding of the client’s operations, in part, through continuity of other team members. Our practice leaders use systems and processes to manage current and successor partners’ portfolios, including understanding their skills and capacity to maintain consistent audit quality. Public company lead audit partners and quality review partners are required to rotate off engagements every five years. We also have rotation policies for auxiliary partners and partners on audit engagements not subject to the SEC rotation requirements.
Accountability

Partners are evaluated based on their contributions to people, quality, and profitable growth, as well as Your Tomorrow and One Firm teaming. Our accountability program holds partners, including lead audit partners, quality review partners, auxiliary partners, and specialist partners, accountable for audit areas requiring their review that are found by external or internal inspections to have deficiencies. Partner accomplishments are measured based on the partner’s relative performance against established goals. Partners receive a share of the firm’s profits based on their level of responsibility, the firm’s performance, and the partner’s performance. Our audit partners are not evaluated or compensated for selling non-audit services to their audit clients.

In FY20, our non-partner professionals were assessed against the dimensions of the PwC Professional framework discussed on page 21. They are eligible to participate in a performance bonus plan based, in part, on the achievement of quality goals and objectives.

In cases that require it, partners and managers are required to implement a responsive action plan to address quality issues. Implementation of the plan is monitored by leaders.

Considerations in undertaking an audit engagement

Our approval processes govern the acceptance of new audit clients and continuance of existing audit clients (annual and/or as-needed assessments) based on the audit team’s responses to a series of questions, which, in aggregate, form the basis of the risk assessment. For the acceptance of new audit clients, our process requires approvals by lead audit partners as well as quality management partners and market leadership. For existing client continuance assessments, the extent and level of approvals depend on the nature of the client and results of the required risk assessment. Additionally, an event-driven reassessment is performed when certain events occur, or become known, that were not considered at the time of the latest assessment in order to evaluate our relationship with the client.

For both acceptance and continuance assessments, we consider that the foundation to performing a quality audit includes the availability of resources with the right skills, experience, and capacity, as well as whether the amount of audit fees is commensurate with the expected level of effort. We only accept and continue to perform audit engagements when we believe our audit procedures can be satisfactorily designed and executed. Our client acceptance and continuance procedures consider:

• the applicable professional and regulatory standards as compared to our professional competence and capabilities;
• the integrity, conduct, and reputation of key management, board members, and significant shareholders;
• the nature of the company’s operations, its industry, and applicable laws and regulations;
• the potential impact on independence, conflicts of interest, or relationships with other entities and whether there are circumstances that might impair our independence or objectivity as auditors of the company; and
• the timing and resource needs of the engagement, including any potential constraints that would affect our ability to comply with applicable standards.
Multiple lines of service

Leveraging all lines of service is an important component of providing a quality audit. Drawing on the knowledge of our non-audit professionals, we develop a deeper understanding of our audit clients’ processes and financial reporting risks, which leads to a better audit, more insightful feedback to the audit committee, and ultimately strengthens our organization. Our non-audit professionals’ deep technical knowledge supports our audit teams in understanding and evaluating the risks that may affect our audit clients’ financial statements—for example, the potential impact of complex income tax matters; valuation processes related to the use of fair value in financial reporting; information technology innovations; cybersecurity threats; and forensic investigations. In addition, our professionals in other lines of service whose primary role is to support our audits benefit from the common training, networking, and support of their non-audit colleagues, and serve as key enablers for technical acumen in our core audit teams.

We are focused on maintaining audit quality, professional skepticism, objectivity, and being transparent regarding non-audit services. We are part of a strong financial reporting ecosystem, including robust rules and regulations addressing the provision of non-audit services to audit clients. Our protocols and monitoring processes are designed to address the risks to independence from having multiple lines of service that provide permissible non-audit services to our audit clients. The majority of our non-audit revenue comes from clients with whom we have no audit relationship. In FY20, we launched several important independence-related initiatives (see page 10) to continue to enhance our processes related to the acceptance and performance of non-audit services and to provide our people with additional training and support.

Our role in the financial reporting ecosystem

Investors, lenders, and other stakeholders depend on quality financial information to make the decisions that allow our capital markets to properly function. In the US, the capital markets and the auditing profession benefit from a strong regulatory environment, which includes the SEC and the PCAOB, both of which have investor protection as part of their mission. We believe a strong audit profession and regulatory environment facilitate transparency and instill confidence in the capital markets.
This year we issued over 400 audit reports that included critical audit matters (CAMs) in accordance with the PCAOB’s recently revised reporting standards. The requirement for auditors to communicate CAMs is intended to be responsive to calls from investors to understand more about the auditor’s judgments and have insight into the auditor’s approach to an audit and related communications with the audit committee. We invested significantly to prepare our practice and our clients for this shift towards greater transparency in our audit reports, engaging in dialogue with them as well as regulators and the profession during implementation. Our experience has been that communicating CAMs in our audit reports complements robust financial reporting by management and appropriate oversight of the financial reporting process by the audit committee. We continue to engage in dialogue with the PCAOB and the SEC as they solicit feedback on stakeholders’ experience with CAMs.

Our role in the financial reporting ecosystem is not limited to the issuance of audit reports. We also play an active role in standard setter and regulator efforts to improve the quality and usefulness of financial and other information available to the capital markets. The dynamic environment in which we operate includes new accounting and auditing standards, and a wide range of active regulatory and policy initiatives around the globe. Ongoing US and international standard setting and regulatory developments continue to highlight the importance of the ever-evolving global financial reporting landscape. Key examples include: the auditor’s use of the work of specialists; auditing accounting estimates, including fair value measurements; auditor independence; quality control standards; Inline XBRL; sustainability reporting; and environmental, social, and governance disclosures. We play an active role in these developments, as an individual firm and in collaboration with others in the profession by working with the Center for Audit Quality (CAQ).
In FY20, our US Chairman and Senior Partner, Tim Ryan, was appointed to the Board of Trustees of the Financial Accounting Foundation. In addition, our Vice Chair—Assurance Leader, Wes Bricker, joined the board of XBRL International.

Tim Ryan also represents PwC on the CAQ’s Governing Board. Wes Bricker, Jorge Milo, US Assurance Quality Leader, and Roz Brooks, US Public Policy Leader, are members of the CAQ’s Advisory Council. Jorge Milo is also the chair of both the CAQ’s Professional Practice Executive Committee and the CAQ’s Advisory Council. Paula Loop, an Assurance partner, member of our Board of Partners and Principals, and the leader of our Governance Insights Center, serves as a member of the Sustainability Accounting Standards Board Foundation Board of Directors.

In addition, through presentations, client interactions, publications, podcasts, videos, and webcasts, we keep our audit teams, clients, and other stakeholders informed of standard-setting activity, regulatory matters, and other developments, providing the guidance and insights needed to maintain quality financial reporting.

We monitor and evaluate the implications of new and emerging financial reporting and regulatory topics. During the COVID-19 crisis, our accounting podcasts and written publications provided timely guidance on topics including accounting for the CARES act and addressing liquidity concerns and valuation challenges.

In FY20, our National Office released over 170 publications, podcasts, webcasts, and videos, which, in addition to COVID-19, covered a wide variety of topics, including CECL adoption and LIBOR reform.

During the year, our publications were viewed or downloaded more than 1 million times and users streamed our podcasts, webcasts, and videos more than 700,000 times.

Please see CFOdirect.com for our publicly-available National Office content.
Our One Firm people agenda

We hire candidates with diverse backgrounds and appropriate skills; who have a questioning mindset and intellectual curiosity; and who demonstrate courage and integrity. We continue to be agile in our continually changing market and culture. Our One Firm people agenda is focused on being the world’s leading developer of talent and is summarized under three main areas—“Run the business well,” “Your Tomorrow,” and “Our diversity and inclusion focus.”

Run the business well

Be well, work well is all about putting the power of the firm’s resources behind our people and helping support their journey to greater well-being with science-backed concepts, practices, and tools. In FY20, we created “The Well”—a source for all things Be well, work well at PwC, including the “team plan builder,” where teams are asked to create a plan that addresses individual and team needs so we can all be our best self at work, at home, and everywhere in between.

Infinite learning days is a key element of our strategy implemented in FY20. In addition to the time we expect our people to proactively carve out throughout the year for learning, we selected specific days within each quarter to give our people dedicated and agreed-upon time to invest in their own learning—whether it’s focusing on technical accounting and auditing, digital upskilling, or professional development.

Skills for society is a powerful program in which our people help to create a more equitable society by participating in pro bono projects, serving on nonprofit boards, mentoring and teaching important skills to underrepresented students, and building capacity in nonprofits by consulting on tech-enablement, among other opportunities at scale. In addition to the general volunteering that our people can pursue, as a part of our response to the racial and social unrest after the killing of George Floyd, our people can spend 40 hours of chargeable time to build capacity by donating their skills to local organizations focused on addressing systemic racism and social progress. Together, this can amount to 2.2 million hours of annual support from our people who can use their experience to help to solve critical societal issues.

Your Tomorrow

Our Your Tomorrow strategy is how we continue to invest in the PwC of the future; we are responding to the expectations of the external market to deliver a different, more digital experience to our clients. We continue to help our people develop their potential to harness rapid technological change. In Assurance, our Your Tomorrow strategy centers on tech-enabling the audit so we can deliver enhanced quality and value for our clients and give our people the skills they need to thrive in an increasingly digital world.
Digital upskilling through Digital Hub and Digital Lab—We provide our people with numerous individualized learning tools, housed in the Digital Hub, to expand the use of digital solutions on their audits and empower them with a mindset of continual improvement and innovation. Our virtual Digital Academies leverage market-leading software and focus primarily on building three core skills: data wrangling, automation, and data visualization. We also offer a variety of engaging learning channels, including podcasts, a real-time trivia game, and learning bursts to help our people build their digital skills on their own terms. These tools enhance the firm’s collective digital fluency while providing each individual with a personalized curriculum to build their digital IQ. During FY20, our audit professionals completed more than 80,000 hours of related training, including training to maintain the skills acquired by attending last year’s two-day in-person Digital Academy and to further upskill our Digital Accelerators (see page 32).

This year, our people have had access to obtain multiple knowledge and skill badges through the PwC badge program; including Human Centered Design, Digital Acumen, and Digital Learning Paths, which are a collection of self-paced learning assets on topics such as Intelligent Process Automation, Business Analytics, Data and Analytics, and Artificial Intelligence. More than 6,400 of our audit professionals earned a knowledge or skill badge in FY20, bringing the total number of badges earned to over 14,000.

Our Assurance professionals also have access to the Digital Lab, which is a platform where people can find, build, and share digital solutions which support Your Tomorrow and tech-enabling the audit.

Digital Workforce—In Assurance, we are reimagining the possible by providing transformative technology combined with a continued emphasis on upskilling and investing in our people. We made an investment in our Digital Accelerators—Assurance professionals who received more intensive digital upskilling training in priority technology. Through the knowledge and experience of our people, enhanced guidance, and innovative technology, we have developed a powerful combination that allows us to enhance quality and reimagine our end-to-end audit experience as part of Tomorrow’s audit, today. Our people play an integral role as they drive and adopt changes from enhanced guidance, implement new tools, and customize adoption plans. In Spring FY20, we established a support network focused on helping audit teams in pivoting from upskilling to adoption. These in-market resources support audit teams in designing customized, engagement-specific adoption plans focused on methodology and the use of automation, tech-enabled tools, Acceleration Centers, and Centers of Excellence.
Our diversity and inclusion focus

PwC embraces diversity and inclusion as an essential aspect of our purpose, culture, and values. Our systems, programs, and processes are designed to support all of our people so that every person has the same opportunities to grow to their full capacity.

As part of our commitment to transparency and accountability, we released our first annual Diversity & Inclusion Transparency Report. With 14 diversity-related data points that are relevant to our business, this level of transparency is rare, especially for a private firm. The report shows that while we have made progress, we are not yet where we aspire to be, and will continue to support equity and parity of experience for all of our people.

As of FY20, women and racially/ethnically diverse individuals comprise 48% and 35% of our firm, respectively, and the diversity of our partners has gone from 17% women and 7% minorities in 2010 to 23% women and 16% minorities in 2020. Our 2020 new partner class was 50% women and racially/ethnically diverse individuals.

As we focus on accelerating progress, our aspiration is to build a workforce in the US that better reflects the diverse makeup of higher education enrollment. This will include aligning our recruiting efforts to the expected college enrollment for Black and Latinx individuals—specifically, we aspire to see 35% Black and Latinx representation among our experienced hires, entry-level hires, and interns. Additionally, we aspire for 50% of our partnership to be made up of women and racially/ethnically diverse individuals.

Our D&I strategy is driven by data to address key inflection points within the career experience.

**Talent attraction**
Changing the trajectory of representation in the firm requires concerted change at entry and experienced-level recruiting, rethinking both where and how we source talent.

**Two-year experience**
The first 24 months of our diverse staff is predictive of their success and contingent on equity in experience and establishing a sense of belonging.

**Pathway to partnership**
Fostering a diverse and inclusive partnership requires deliberate cultivation of our pipeline and intentionality in progression.

Our role to influence

We have a responsibility to drive change outside our four walls, including through who we do business with, how we use our voice externally and the ways we make an impact in society.
Data tells an important piece of our diversity story, and is paired with our strategy and the work we are doing to make sure all of our people have a strong sense of belonging and trust. We approach our diversity and inclusion strategy the same way we approach any business problem and opportunity—we analyze the data, identify root causes, define our approach and apply our values, test and measure the rate of change, and hold ourselves accountable. Our analysis is clear, we know where we want to go, and we are determined to achieve accelerated progress.

With a culture of belonging at the core, our strategy for sustainable change within the firm is rooted in supporting our peoples’ career journey at the onset. We also focus on being a changemaker within the business community and in society.

We are using data to help identify key moments, including the talent attraction process, a person’s first two years with the firm, and progression through our pipeline to partnership. We believe that these are important places to introduce strategic interventions at scale for women and underrepresented minorities, which we define as Black and Latinx individuals, to achieve a more diverse workforce and partnership.

As a founding signatory of CEO Action For Diversity & Inclusion™, (CEO Action) we have demonstrated our ongoing commitment to being a firm where diverse perspectives and experiences are respected and to advancing diversity and inclusion conversations and actions in the business community.

More than 1,100 CEOs and presidents of America’s leading businesses, academic institutions, and nonprofits have signed the CEO Action pledge, which includes a commitment to four goals:

1. Create or continue to make our workplaces trusting places for dialogue about diversity and inclusion
2. Offer or expand unconscious bias education
3. Share best practices and practices that aren’t working so others can learn from them
4. Create and share strategic inclusion and diversity plans with the organization’s board of directors

Through CEO Action, we debuted the Check Your Blind Spots unconscious bias mobile tour as part of our leadership role with the coalition. The tour uses immersive, interactive experiences to engage our clients, students on campus, and our communities across the country to give people the opportunity to learn about and explore ways to mitigate unconscious bias in their everyday lives.
As a purpose-led and values-driven organization, we're using the talent and resources of PwC to be a voice for change. We are taking action on issues that matter to our people, affect our communities, and permeate the business community. The violence and acts of racial injustice against Black individuals earlier this year, along with longstanding disparities in economic opportunity, wealth, education, health, criminal justice, and other aspects of our society, were a clear indication that we must do more, both inside and outside of our firm. In response, we issued a statement outlining six additional actions we would take in light of disparities and inequities, including:

• creating a One Firm Diversity and Inclusion staff council to consider the ideas and suggestions from our people and make recommendations that are scalable and impactful as we drive our journey forward;
• being transparent and holding ourselves accountable by sharing, on an annual basis, our diversity strategy and results with the entire firm;
• donating $2 million to social justice organizations, including $1 million to match our people’s individual donations to these organizations;
• donating skills (up to 2.2 million hours) to nonprofits focused on social and racial justice through our Skills for Society program;
• empowering our markets to engage with local social justice organizations as they deem fit, in order to address the unique issues and complexities facing their community; and
• putting our best minds to work to advance public policy by creating a two-year CEO Action for Racial Equity fellowship program where our people can use their skills and passion to advance policy discussions that help combat racial injustice and discrimination. We are also inviting our CEO Action signatory organizations to commit to this effort so we can scale our impact.

“We want to be a voice for change, to increase opportunities for all and to build a successful and sustainable future by embracing the full range of talent that our fast-changing world has to offer.”

Tim Ryan, US Chairman and Senior Partner
To learn more about PwC’s diversity and inclusion strategy, as well as the awards and recognition we have received for our achievements in this area, please visit www.pwc.com/diversity.

Our audit professionals

Our reputation depends on our people. Our hiring standards include a structured interview process with behavior-based questions built from The PwC Professional framework, assessment of academic records, review of relevant prior experience (if applicable), and background checks. In FY20, we hired over 1,900 entry-level audit professionals and approximately 1,700 audit interns.

<table>
<thead>
<tr>
<th>Number of audit professionals by level</th>
<th>FY20</th>
<th>FY19</th>
<th>FY18</th>
</tr>
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<tbody>
<tr>
<td>Partners</td>
<td>987</td>
<td>962</td>
<td>953</td>
</tr>
<tr>
<td>Managers(^5)</td>
<td>2,765</td>
<td>2,536</td>
<td>2,464</td>
</tr>
<tr>
<td>Senior Associates</td>
<td>2,572</td>
<td>2,206</td>
<td>2,280</td>
</tr>
<tr>
<td>Associates</td>
<td>4,550</td>
<td>4,711</td>
<td>5,020</td>
</tr>
<tr>
<td>Total</td>
<td>10,874</td>
<td>10,415</td>
<td>10,717</td>
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The incremental change in the number of our audit professionals is driven by our Your Tomorrow strategy, talent planning, and turnover. We are tech-enabling the audit through standardization, tools, and automation. Standardization includes the expanded use of both on and offshore resources at Acceleration Centers and Centers of Excellence (see page 33).

We encourage our partners and staff to address important societal challenges by participating in Skills for Society and Access Your Potential\(^\text{®}\) (AYP), our commitment to maximize the potential of underserved communities through digital inclusion. Through AYP, PwC is helping to build a more diverse, tech-skilled workforce to benefit our firm, our clients, and our economy, while creating a better future for tomorrow’s leaders. This includes offering our partners and staff time to volunteer in support of causes that are important to them. Many of our people participate in skills-based volunteering, such as teaching our technology skills curriculum to students, participating in a nonprofit pro bono project, or serving on a nonprofit board, among other opportunities. These efforts positively impact local communities and support retention of our purpose-driven staff.
We periodically measure the pride, advocacy, commitment, and overall satisfaction of our people. We call this measurement our Engagement Index and we do this through our Global People Survey (GPS). The Engagement Index for US Assurance was 80% in both FY19 and FY18.

Given the impact of COVID-19, we have postponed the delivery of the GPS originally scheduled for May 2020. However, we value our people's feedback and our continuous listening strategy remains intact. A firmwide survey focused on well-being was conducted in May 2020.

Many internal and external factors have the potential to impact our Engagement Index; market demand for our talent and our total rewards and benefit programs are two factors that impact the commitment and overall satisfaction of our people. Our Engagement Index has a substantial influence on how we define and adjust our people initiatives.

The PwC Professional

The PwC Professional is our global leadership development framework, which provides a single set of expectations across our lines of service, roles, and territories and helps us to fulfill our purpose, drive Your Tomorrow, and live our PwC values and behaviors as leaders in the digital world. The framework supports development and career progression by outlining the capabilities needed to thrive as leaders at every level and deliver quality to our clients.
The PwC Professional framework assesses skills and competencies, which are expressed as observable behaviors across five dimensions: Relationships, Business acumen, Technical capabilities, Global acumen and Whole leadership. For our Assurance professionals performing audits, it also includes US Assurance Quality Dimensions to guide our staff in building critical skills and behaviors related to delivering audit quality, such as professional skepticism, review and supervision, auditing skills, issues management, and accounting and technical knowledge.

Beginning in FY21, our employees will be assessed using an enhanced PwC Professional Framework that includes specific skills related to inclusive leadership attributes.

Each staff member is aligned to a Development Team composed of a Relationship Leader, Connectivity Partner, and people team manager. This team is a support system our staff can turn to for day-to-day and strategic guidance. Relationship Leaders play a primary role in the professional growth of our staff by providing mentoring and career support by continuing to review and discuss staff progression against the five dimensions of the PwC Professional Framework.

Professional development

We are committed to putting the right people with the right skill sets in the right place at the right time. One way we do this is by leveraging TalentLink, our talent sourcing platform, which provides visibility into our people’s experiences and interests so that we can efficiently and appropriately staff client engagements.

Throughout their career, our people are provided with career development opportunities, virtual and in-person classroom learning, on-demand learning, and on-the-job real time coaching and development. Our on-demand learning portfolio facilitates personalized learning with access to CPE and non-CPE educational materials for more “just in time” learning, including webcasts, podcasts, articles, videos, and courses.
Achieving a professional credential supports our firm’s commitment to quality through consistent examination and certification standards. Obtaining a CPA credential, an important element of our audit professionals’ career progression, is a prerequisite for promotion to audit manager. Our staff are incentivized with a bonus to get credentialled early and often attain their credential well before they are eligible for promotion to manager.

In 2020, 21 of the 137 individuals recognized by the AICPA for achieving exceptional results on the CPA exam were from our firm.

### Leverage ratio of audit-related hours for audit team members

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<tr>
<th></th>
<th>FY20</th>
<th>FY19</th>
<th>FY18</th>
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<tbody>
<tr>
<td>Partner to Manager</td>
<td>1 to 4.4</td>
<td>1 to 4.2</td>
<td>1 to 4.0</td>
</tr>
<tr>
<td>Manager to Staff</td>
<td>1 to 3.5</td>
<td>1 to 3.7</td>
<td>1 to 3.9</td>
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### Partners’ average years of experience at PwC:

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<th>FY20</th>
<th>FY19</th>
<th>FY18</th>
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<tbody>
<tr>
<td>23</td>
<td>23</td>
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</table>

Learning and development

We prioritize a learning culture. The composition of our audit teams provides our less experienced professionals the opportunity to work with more seasoned professionals, which promotes meaningful on-the-job training. Judgment is honed by observing how seasoned auditors approach issue identification, management, and resolution.

Learning that occurs through on-the-job supervision, review, and mentoring is supplemented through participation in classroom and on-demand training programs. During the COVID-19 pandemic, in-person classroom events were adapted to virtual formats to achieve the intended learning objectives.

Our National Assurance Learning Team collaborates closely with firm leadership so training is responsive to changes in the Assurance practice. Investments in learning and our people experience are critical components of our Your Tomorrow strategy. As the Assurance business model changes and we continue to redefine what audit work is done, by whom, and how, the way we deliver training is evolving as well to restructure and digitize content to make it more accessible.
We require our audit professionals to attend training courses that integrate auditing and accounting concepts and we use simulation-based elements for a more effective learning experience. Our people are required to meet the minimum continuing professional education requirements for licensure and complete training specifically targeted to their role and staff class. Our managers and partners also receive industry-specific training and training related to new accounting standards, when applicable. Mandatory auditing and accounting training courses include a learning assessment, which requires the participant to earn a passing score to be granted credit for course completion. In addition, we offer our people training on non-technical topics, such as project management, issues management, and working in virtual teams.

Completion of mandatory auditing, accounting, and annual independence, ethics, and compliance training is a component of individual performance. Failure to complete mandatory training or to achieve the minimum number of auditing, accounting, and ethics training hours for licensure can impact an audit professional's performance evaluation and compensation.

The amount of annually mandated auditing and accounting training can vary from year to year based on a number of factors, including the issuance of new accounting and auditing standards, the frequency and timing of leadership conferences, and the impact of our ongoing curriculum redesign, which includes the use of digital tools to deliver training more efficiently. The increase in average training hours completed in FY19 can be attributed primarily to the firmwide investment in digital upskilling. The decrease in FY20 reflects the non-recurring nature of that initial firmwide investment, the deferral or digitization of certain programs in response to the COVID-19 pandemic, and our longer-term strategic efforts to restructure and digitize our curriculum.

| Average training hours completed per audit professional: |
|-----------|-----------|-----------|
| FY20      | FY19      | FY18      |
| 75        | 94        | 78        |
Retention

Turnover in the public accounting profession is often high because as accounting standards and regulations change, accountants are in demand and the development and experience we provide make our staff highly sought after in the external market. Our voluntary turnover can fluctuate based on several factors, including external market demand. Our FY20 year-to-date turnover rate reflects significantly lower turnover in the last quarter of the year as compared to the same period in FY19, largely due to the impact of COVID-19.

### Average annual voluntary turnover rate by staff level

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<thead>
<tr>
<th></th>
<th>FY20</th>
<th>FY19</th>
<th>FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers</td>
<td>10.9%</td>
<td>14.3%</td>
<td>13.0%</td>
</tr>
<tr>
<td>Senior Associates</td>
<td>19.0%</td>
<td>27.3%</td>
<td>25.6%</td>
</tr>
<tr>
<td>Associates</td>
<td>13.8%</td>
<td>19.5%</td>
<td>18.7%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>14.4%</td>
<td>20.0%</td>
<td>18.9%</td>
</tr>
</tbody>
</table>

### Average annual hours worked in excess of 40 hours per week by level

<table>
<thead>
<tr>
<th></th>
<th>FY20</th>
<th>FY19</th>
<th>FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partners</td>
<td>398</td>
<td>412</td>
<td>410</td>
</tr>
<tr>
<td>Managers</td>
<td>286</td>
<td>308</td>
<td>281</td>
</tr>
<tr>
<td>Senior Associates</td>
<td>263</td>
<td>281</td>
<td>239</td>
</tr>
<tr>
<td>Associates</td>
<td>238</td>
<td>254</td>
<td>214</td>
</tr>
</tbody>
</table>

Providing our people with the ability to meet their professional and personal commitments is a critical component of our people experience and retention strategy. Our “Assurance People Experience Plan” emphasizes five areas that directly influence staff retention: rewards and recognition, work life flexibility, career development, Your Tomorrow, and staff connectivity. As an example, we continue to enhance our Your Tomorrow—Be well, work well strategy to support our people to become and sustain their best selves. We encourage our teams to have discussions about what flexibility means to each team member and build flexibility into their team plans. We expect that consistent support and execution of these actions will result in enhanced retention.
Our independent Assurance Quality Advisory Committee (AQAC), newly established in FY20, currently consists of three members who have the collective experience and deep understanding of the interests of the preparer, auditor, investor, standard-setting, and regulatory communities. The AQAC will provide perspectives and advice to Assurance Leadership on aspects of the business, operations, culture, governance, and risk management approach that are reasonably expected to impact audit and assurance quality. The establishment of the AQAC makes PwC US unique as the only firm with both a Board that includes external members and an independent advisory committee focused on quality.

To learn more about the members of our AQAC, refer to pwc.com.

“Outside-in perspectives add a vital dimension to the diverse range of backgrounds and perspectives that we draw on and benefit from.”

Tim Ryan, US Chairman and Senior Partner
Performing audits in accordance with professional standards is an important way that we fulfill our purpose to build trust in society and solve important problems. Each year we issue audit reports on the financial statements of thousands of public and non-public companies. We conduct our audits following applicable auditing standards in order to obtain reasonable assurance regarding whether the financial statements are presented fairly, in all material respects. Although reasonable assurance is a high level of assurance, it is not a guarantee. An audit involves examining the underlying audit evidence, including information and reports provided by the company, on a test basis. In some circumstances, we also rely on—and for many companies, test and opine on—a company’s internal control over financial reporting, which due to inherent limitations may or may not prevent or detect misstatements. We are proud of the important role that audit opinions play in the capital markets, and how they help us fulfill our broader purpose as a firm.

Our approach intertwines methodology and technology that is both powerful and scalable. It is implemented by people that are skilled and empowered to use the latest technology to solve audit challenges and provide meaningful, data-backed insights.

We are committed to providing our people with first-rate methodology, technology, and training that provides the guidance and tools they need to drive audit quality and to reinforce the critical skills and behaviors related to delivering audit quality.

Technology is a key part of how we're revolutionizing the audit experience. But people are the heart of the audit. It’s our people—with their unique blend of audit expertise and digital acumen—that set us apart. Bringing them together in innovative ways is at the core of our continued drive for innovation and what we refer to as Tomorrow’s audit, today.
Why is this so important? Our blend of people and technology enables us to make a difference for our clients and the capital markets in the following ways:

- Further enhancing audit quality
- Providing more transparency around our progress and a more predictable workflow
- Enabling real-time delivery, increased efficiency, valuable insights, and security
- Customizing innovation to address our clients’ unique circumstances

To be successful on our journey to digitally enable our business, innovation must come from the center (business led), but must also be driven on the ground in our engagements (people led). Both business-led and people-led innovation are important elements of our strategy.

In FY20:

<table>
<thead>
<tr>
<th>We delivered real-time guidance to our audit professionals to address the auditing challenges arising from COVID-19.</th>
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<table>
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<tr>
<th>We enhanced working practices for both partners and staff related to the execution of supervision and review to drive consistent behaviors across our audits, and provided additional support to specific engagements.</th>
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<table>
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<tr>
<th>We supplemented and refined our guidance supporting teams in understanding evolving cybersecurity risks and determining the relevance and applicability of those risks when designing and executing audit procedures.</th>
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<tr>
<th>We launched Viewpoint, our new knowledge platform, which delivers timely, compelling insights and technical content through a personalized experience.</th>
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<tr>
<th>We issued guidance to prepare our audit teams and clients for the implementation of new auditing standards, such as the PCAOB’s standards on auditing accounting estimates and use of specialists.</th>
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<table>
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<tr>
<th>We expanded use of our Acceleration Centers and Centers of Excellence.</th>
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<tr>
<th>As part of our efforts to further enhance audit quality and reimagine our end-to-end audit experience we:</th>
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</table>

- released enhanced guidance and examples and conducted additional virtual training in the areas of key scoping decisions (such as the identification of significant accounts), effective risk assessment procedures, the identification of likely sources of potential misstatement, and revenue testing strategies;
- implemented new functionality within Aura (see page 31) to facilitate and support the thought process to identify significant accounts and relevant assertions, and capture the understanding of the end-to-end business process;
- conducted one-on-one virtual audit team workshops aimed at scoping and risk assessment facilitated by experienced subject matter experts from our National Office and Chief Auditor Network; and
- established a support network, as described on page 16.

<table>
<thead>
<tr>
<th>We provided guidance regarding the risk and control implications of auditing emerging technology solutions, such as Robotic Process Automation and Artificial Intelligence, used by our clients to automate processes that impact financial reporting.</th>
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</table>
Our methodology

The assessment of the risk of material misstatement in the financial statements is foundational to our audit methodology. Our risk assessment procedures establish our understanding of business processes, inform our assessment of risks inherent in the financial statements, influence the controls we select for testing, and guide our substantive audit response. Our audit teams use data-driven and refined risk assessments to focus audit work on their client’s unique risks and circumstances. Our risk assessment begins in the planning phase of the audit and continues through the issuance of our report. The timely involvement of audit partners and managers during planning and risk assessment facilitates the appropriate consideration of audit risk and the planned response based on the client’s circumstances.

Our audit strategy is based on a top-down, risk-based audit approach. We identify significant accounts and disclosures and relevant assertions, considering quantitative and qualitative factors, based on whether there is a reasonable possibility the account could contain a material misstatement. We consider materiality for the financial statements as a whole in planning the nature, timing, and extent of audit procedures.

Audit committees have an important role, being charged with oversight of the appointment, performance, and independence of auditors. Through timely, meaningful exchanges, we obtain the audit committee’s perspectives and fulfill our professional responsibilities to communicate certain items to them. We encourage audit committees to ask us candid questions and engage in an open dialogue to help foster an environment of accountability. For public company audits, our communications occur at least quarterly.

Examples of topics we commonly discuss with the audit committee include:

- our independence, including, when appropriate, the potential effects of proposed non-audit services;
- our role and the roles of management and the audit committee;
- the audit committee’s views about fraud risks in the company;
- our audit approach, including our risk assessment process, consideration of fraud risks, and results;
- the scope of our audit, including multi-location considerations, where applicable;
- our client service team, including specialists;
- our planned use of the work of others;
- our timeline and communication plan;
- audit fees;
- management’s accounting policies and practices, including adoption of new accounting standards and significant transactions;
- relevant trending topics, including economic developments and new laws and regulations affecting the company;
- the quality of the company’s financial reporting;
- audit results, including areas of significant estimates and judgments; and
- firm PCAOB inspection results.

We also frequently share observations regarding other matters related to the audit committee’s roles and practices, such as the company’s management and governance over financial reporting.
When we audit the financial statements of a company with operations in multiple locations or business units (i.e., components), our audit approach, including the nature, timing, and extent of our involvement in the work of component auditors, is influenced by our understanding of and reliance on the component auditors, the significance of the component, and identified significant risks of material misstatement to the group financial statements. We continually refine how we use the work of component auditors and the level of our involvement in their work so that all components of our audits meet US standards and satisfy our own quality expectations.

Our technology

The innovative tools used by our audit teams to deliver enhanced quality, insights, and value are both business led and people led.

Business-led innovation

We use the following powerful platforms, each with its own integrated suite of tools.

**Extract** is our suite of data tools and techniques that automate the extraction of data from clients’ systems during an engagement. Extract can locally or remotely extract, compress, encrypt, and transfer data securely. Data handoffs are eliminated, thereby reducing room for error. By accessing our client’s data using Extract, we can better analyze and assess risks, spot anomalies, and direct audit focus and testing. We expect to use Extract on approximately three-quarters of our eligible audit clients this year.

**Connect** is the PwC Network's digital collaboration platform that allows clients to quickly and securely share audit documents and deliverables. Connect also eases the burden of tracking the status of deliverables and resolving issues by automatically flagging and tracking outstanding items and issues identified through the audit for more immediate attention and resolution. Clients are also able to see audit adjustments, control deficiencies, and statutory audit progress for all locations—in real time. Connect Audit Manager, part of our Connect platform, is our global collaboration tool that streamlines, standardizes, and automates real-time communication and collaboration between group and component audit teams. It provides for secure document exchange, enhanced status tracking, and issue management capabilities between group and component audit teams.
Halo, the PwC Network’s award-winning data visualization, analytics, and auditing platform, is designed to enhance our risk assessment process and facilitate automated testing and data validation to support the different phases of the audit—from planning, to execution, through completion. For example, Halo for Journals helps audit teams identify journal entries to test as part of the procedures performed to address the risk of fraud. Similarly, Halo for Investments helps audit teams analyze investment portfolio data and price testing results. We continue to expand the Halo platform, harnessing the power of data to further enhance our audit quality.

Aura, the PwC Network’s cloud-based global audit platform, is used by auditors across the Network (more than 100,000 auditors worldwide), driving quality and consistency on a global basis. Aura helps our teams deliver an audit tailored to our clients’ business. It enables sequential and intuitive audit plan development and risk assessment through each phase of the audit, leveraging embedded industry-specific content that drives consistency in execution. A targeted audit plan specifies risk levels, controls reliance, and substantive testing. Smart dashboards show the impact of scoping decisions and the progress of the audit. We continue to make significant enhancements to Aura that further drive quality and standardization, support improved project management, and facilitate timely execution and review.

“We’re bringing our strategy to life, step by step and day-by-day.”

Wes Bricker, Vice Chair—Assurance Leader
People-led innovation

In addition to a continued focus on fundamental skills, such as accounting and auditing acumen, professional skepticism, and industry expertise, we are upskilling our Assurance professionals in data analysis and other technological capabilities to enhance quality and increase efficiency. Our skilled Assurance professionals are able to use our technology platforms to dig deeper into their client’s data, surfacing audit-related matters and providing relevant perspectives and insights as a result of audit procedures.

Our commitment to digital upskilling and people-led innovation—part of our New world. New skills investment in our people—is helping redefine the profession. We’re developing more well-rounded professionals who are skilled in both digital and audit acumen, and this, in turn, enhances the audit experience. Automations developed by our people reduce time-intensive routine tasks, allowing more time for performing analysis. Custom data visualizations bring insights to life, and quality is enhanced because work is done more consistently every time.

We also have more than 500 Digital Accelerators in the US who are focused specifically on enhancing audit quality and efficiency. Digital Accelerators work with or are embedded within our audit teams and are dedicated to applying digital capabilities to each audit, as well as developing new digital solutions for the firm.

Another way we’re driving innovation is through Digital Lab, our unique technology-sharing community. The Lab harnesses the collective power of our digital and business acumen, allowing our people to find, build, and share digital assets to enhance efficiency and audit quality. Using their own digital skills or digital assets downloaded from Digital Lab, our Assurance professionals have executed digital assets more than 3.2 million times in FY20. These digital asset executions enable our Assurance professionals to leverage our technology and their digital training to improve audit quality.
Data security

Our standards of behavior emphasize the importance of integrity and require our people to protect the confidentiality of client data and information. Our information security policies outline controls every staff member and partner must comply with when using or building technologies to support the audit.

Looking to the future

Innovation is about more than just technology. It’s about building and strengthening trust and delivering quality. It is rooted in people who are skilled and empowered. With these powerful forces, we are driving human and machine collaboration and reshaping the audit for the future.

The platforms that power our audit are just the beginning; we continue to develop the next wave of innovation to drive even higher quality. We are investing in the technologies that drive us forward, and identifying new ways for our people to work with one another and with clients to enhance quality. We are exploring new ways of using data to surface strategic insights, redefining digital collaboration, and elevating the experience for our people and our clients in the process.

Acceleration Centers and Centers of Excellence

Our Acceleration Centers (ACs) and Centers of Excellence (COEs), staffed with teams knowledgeable in a specific area of the audit, perform work following standardized processes and leveraging automation and specialized tools.

ACs and COEs apply expertise and advanced technology tools to drive quality and efficiency through scale and automation. Further, the COEs, by performing specific audit activities across a broad range of clients, are able to develop unique perspectives to bring insights and value to our audit teams and clients. In addition, we have diversified our geographical risk by positioning our ACs in various locations around the globe.

As part of our Your Tomorrow strategy, we continue to expand our use of ACs in Assurance, while keeping audit quality the top priority. We’re achieving this through new and expanded policies and guidance for using ACs on public and non-public audit and attest engagements, while driving efficiency through refinement of our tools and operational protocols for working with the ACs. Similarly, use of our COEs has increased as the COEs are performing work in a greater number of audit areas.

<table>
<thead>
<tr>
<th>Percentage of audit hours performed by Acceleration Centers:</th>
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<tbody>
<tr>
<td>FY20</td>
<td>12.4%</td>
</tr>
<tr>
<td>FY19'</td>
<td>11.8%</td>
</tr>
<tr>
<td>FY18</td>
<td>10.9%</td>
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Over 1,100 and 650 of our client engagements were supported by the COEs in FY20 and FY19, respectively. We expect to increase that number to approximately 1,800 in FY21.
ACs and COEs are staffed with independent, trained, skilled professionals. The supervision and review of COE staff and the ACs is comparable to the supervision and review of the work of core audit team staff. The core audit team or COE is responsible for the supervision and review of AC activities. COE partners and managers are responsible for the supervision and review of COE staff activities. Effective supervision and review is the combined responsibility of individuals within the ACs, COE professionals (where applicable), and other audit team members.

The consultation process and use of specialists

Specialists

As part of our collaborative culture, audit teams utilize firm specialists from our multiple lines of service (e.g., valuation, tax, information technology) to support various accounting and auditing areas and never have to go it alone.

**Percentage of audit engagement hours provided by specialists**:  

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY20</td>
<td>16.4%</td>
</tr>
<tr>
<td>FY19</td>
<td>16.4%</td>
</tr>
<tr>
<td>FY18</td>
<td>16.5%</td>
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</table>

National Office

Our National Office comprises technical accounting, auditing, and financial reporting specialists. These specialists play a vital role in keeping our policies and guidance in these areas current. Our policies identify matters that require National Office consultation. Additionally, partners and staff are encouraged to voluntarily consult with the National Office whenever they believe they could benefit from their insights. In the event an audit partner initially has a different viewpoint than our National Office, a resolution process provides guidance for elevating the discussion until agreement can be reached.
The ratio of our partners serving in technical support roles to the total number of audit partners is based on our periodic evaluation of our technical support resource needs and leverage model, which includes the use of managing directors, to ensure sufficient, high-quality technical resources are available for our audit teams. This ratio also reflects the resources needed to prepare guidance, policies, and publications to address new accounting and auditing standards or other developments impacting financial reporting.

Chief Auditor Network

Our Chief Auditor Network comprises partners and professionals who support audit teams in designing effective and efficient audit approaches and reinforcing key learning points from audit training and guidance and matters noted during inspection cycles. Our Chief Auditors contribute to market and industry group meetings focused on audit quality topics and serve as instructors for many of our audit-related training courses. Chief Auditors also provide advice on auditing matters through review of certain aspects of selected audit engagements before those audits are completed and through facilitating targeted workshops with audit teams as they plan their audit procedures. In addition, the Chief Auditors perform targeted reach-outs to audit teams on specific audit quality related topics. Through these activities, the Chief Auditor Network is able to support audit teams to enhance audit quality and provide leaders with insights on the practice environment and overall audit quality trends.

Assurance Quality Management

Our Assurance Quality Management Network comprises over 130 experienced audit partners serving in local, regional, and national roles in support of our Assurance practice. Quality Management professionals are responsible for the design, development, and implementation of our Assurance Quality Management policies and guidance.
The design of the Assurance Quality Management Network allows the Quality Management partners to provide support to audit partners and teams as they navigate complex issues with our clients and other stakeholders. A Quality Management partner is assigned to each audit partner and assists in assessing risks (such as whether to undertake or continue an audit engagement) and applying the firm’s quality management policies. Audit teams are required to consult with Quality Management on a variety of topics, including specific circumstances related to the determination of materiality, evaluation of errors, potential illegal acts, going concern considerations, principal auditor considerations, and other matters. Given the levels of collective experience, audit teams are encouraged to consult with Quality Management when they become aware of complex matters to evaluate the risks, consider the potential impact, and gather insight even when consultation may not be required.

<table>
<thead>
<tr>
<th>Percentage of issuer¹⁰ audit client financial statements that were not restated:</th>
</tr>
</thead>
<tbody>
<tr>
<td>99.6% FY20 (6 restated)</td>
</tr>
<tr>
<td>99.5% FY19 (9 restated)</td>
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<tr>
<td>99.5% FY18 (9 restated)</td>
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<table>
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<tr>
<th>Percentage of reports on a company’s internal control over financial reporting that were not reissued or withdrawn¹¹:</th>
</tr>
</thead>
<tbody>
<tr>
<td>98.7% FY20 (6 reissued or withdrawn)</td>
</tr>
<tr>
<td>99.3% FY19 (4 reissued or withdrawn)</td>
</tr>
<tr>
<td>98.9% FY18 (6 reissued or withdrawn)</td>
</tr>
</tbody>
</table>

Quality Review Partners

Quality Review Partners (QRPs) and QRP assistants are a component of our quality control system. Individuals serving in these roles must have the requisite technical knowledge, training, experience, and time to perform the role effectively. All QRPs and QRP assistants are required to take training before assuming their role.

QRPs and QRP assistants are involved in the most important aspects of the audit, including reviewing the audit plan, considering the firm’s independence, evaluating the significant risks of material misstatement in the financial statements and our responses to those risks, and reviewing certain accounting, auditing, and financial reporting and disclosure matters.
Global network

Member firms of PricewaterhouseCoopers International Limited (PwCIL) operate and provide professional services under the “PwC” brand. Together, these firms form the “PwC Network.” “PwC” is often used to refer either to individual firms within the PwC Network or to several or all of them collectively.

In many parts of the world, accounting firms are required by law to be locally owned and independent. Although regulatory attitudes on this issue are changing, PwC member firms do not and cannot currently operate as a corporate multinational. The PwC Network is not a global partnership, a single firm, or a multinational corporation.

For these reasons, the PwC Network consists of firms which are separate legal entities.

PricewaterhouseCoopers International Limited

The firms that make up the Network are committed to working together to provide quality service offerings for clients throughout the world. Firms in the PwC Network are members in, or have other connections to, PricewaterhouseCoopers International Limited (PwCIL), an English private company limited by guarantee.

Member firms of PwCIL can use the PwC name and draw on the resources and methodologies of the PwC Network. In addition, member firms may draw upon the resources of other member firms and/or secure the provision of professional services by other member firms and/or other entities. In return, member firms are bound to abide by certain common policies and to maintain the standards of the PwC Network as put forward by PwCIL.

Refer to pwc.com/structure for more information.
Quality across the network

Quality audits across the PwC Network are vital to the US firm’s brand. We continue to assist PwC Network member firms in enhancing their quality-focused infrastructure and processes, which includes providing materials for annual update trainings in certain territories on US accounting and auditing standards. Our US firm leadership also meets periodically with leaders from other member firms to share learnings and best practices on quality.

Each PwC Network member firm is responsible for monitoring its own quality control system, including effective monitoring processes aimed at evaluating whether the policies and procedures that constitute the member firm’s quality control system are designed appropriately and operate effectively to provide reasonable assurance that its audit engagements are performed in compliance with applicable laws, regulations, and professional standards. A PwC Network-led team inspects member firms’ reviews of their quality control systems. When areas needing improvement are identified in their reviews, the member firm prepares a remediation plan and the PwC Network monitors its implementation.

Each PwC Network member firm undergoes periodic inspection of completed engagements to assess whether they were performed in compliance with applicable professional standards and engagement-related policies and procedures. The results of these inspections inform the actions taken by the member firm to continue to enhance audit quality. Individual member firm quality results are considered by US firm partners in planning and performing their audits, when applicable.

Quality in emerging markets

Over the past two years, the SEC and PCAOB have issued several joint statements outlining the risks for investors and other market participants posed by companies with significant operations in emerging markets. The SEC and PCAOB have also engaged with US auditing firms regarding the significance of their work and the importance of diligence efforts with respect to their work in China.

We recognize the need for effective and consistent global oversight of member firms, including those operating in emerging markets. While our existing processes across the PwC Network are built to deliver quality audits regardless of jurisdiction, we are evaluating our firm-level oversight processes and engagement-level procedures to continue to be responsive to evolving risk factors related to audit work performed in emerging markets. We welcome continued dialogue with the SEC and PCAOB on this important issue.

“We clearly do not operate in a static or uniform environment—our quality control processes are designed with consideration to the different business environments in which we and our clients operate.”

Wes Bricker, Vice Chair—Assurance Leader
Our system of quality control

We continue to make significant investments to redesign our system of quality control to focus on quality management, tailoring it to the risks we face as a firm and building upon our existing system of policies and controls that enable us to achieve our quality objectives while demonstrating compliance with relevant standards. Elements of our system of quality control have been and will continue to be reimagined to take into account the impact of technology, data, and the changing business environment—including changes in our own business and those of our clients.

The International Auditing and Assurance Standards Board (IAASB) has issued a proposed International Standard on Quality Management and the PCAOB released a concept release on a potential approach to revisions to PCAOB quality control standards. We support the principle of a quality management approach in the IAASB proposed standard and the PCAOB’s consideration of revisions to its QC standards aimed at continuous improvement to firms’ QC systems.

We, along with the rest of the PwC Network, are in the process of implementing a more proactive, risk-based approach to quality management.

Our system of quality control identifies risks and includes controls in the following areas:

- Organizational structure, including tone at the top and leadership’s responsibility related to quality
- Practice environment, including assessment of internal and external risks
- Acceptance and continuance of clients and engagements
- Independence, integrity, and objectivity
- Personnel management, including training, assignment, and evaluation
- Engagement partner assignments, including QRPs
- Engagement performance, including review and supervision
- Participation by Network firms
- Monitoring, including internal inspections and root cause analyses of findings
- Administration, including design and maintenance of quality control policies and procedures

February 23-25, 2021, Board of Trustees Meetings
Our monitoring

Continuous improvement cycle

Our continuous improvement process is designed to identify opportunities for enhancement in a timely manner through monitoring the results of consultations with our National Office, pre-issuance reviews, and internal and external inspections and to quickly respond to the opportunities identified. The actions we have taken and continue to take related to audit quality are responsive to the opportunities previously identified, as reflected in a significant improvement in the inspection results to date of our 2019 audits.

Pre-issuance reviews

One way we monitor quality is to review audit work on certain audit engagements prior to the issuance of their respective audit report. Each year we reassess the scope and areas of focus of these reviews, taking into consideration factors such as recent inspection results, the results of other monitoring procedures, and knowledge gained by our Chief Auditors in supporting audit teams.

Our pre-issuance reviews provide audit teams with timely feedback, which can be incorporated into their audit prior to the completion of fieldwork. These reviews primarily focus on the implementation of new standards and policies, audit methodology enhancements, and matters noted during inspections cycles.
Internal inspections

Our internal inspections program assesses audit engagements’ compliance with firm policies, procedures, and applicable professional and regulatory standards. The selected engagements are inspected subsequent to the issuance of their respective audit report.

Under the firm’s internal inspections program, audit engagement partners are generally selected for inspection at least once every five years. Overall, the engagement selection process results in a sample of audit engagements that is representative of our audit practice (e.g., sector, geography, size) and meets or exceeds the requirements set forth in the applicable quality control professional standards.

Our Inspections Group oversees all aspects of the internal inspections program, including its design and execution. The group monitors audit quality, drives consistency in our inspections process, and delivers insights into areas for continued focus. This group, along with support from Assurance personnel with relevant industry or technical expertise (e.g., tax, valuation, actuarial), executes the annual inspections. Approximately 650 partners and professional staff will participate as reviewers in the 2020 internal inspections of 2019 audit engagements.

The Inspections Group communicates inspections observations and results to the audit practice. Further, the Inspections Group works with other groups in the National Office, the National Assurance Learning Team, and firm leadership to identify actions we could take to continue to enhance quality. For example, additional guidance or training, audit methodology modifications, and targeted messaging from leadership are ways we can sustain and enhance audit quality.

Based on our 2019 inspection results, we continue to focus on supervision and review activities, assessing the risks of material misstatement and sufficiency of audit evidence, and compliance with independence pre-approval and documentation processes.

In FY20, our Inspections Group and Chief Auditor Network combined to perform more than 140 pre-issuance reviews.

| Number of issuer audit engagements subject to internal inspection: |
|--------------------------|--------------------------|
| FY20\(^{12}\) | FY19\(^{13}\) | FY18 |
| 117 | 130 | 140 |

In FY20, our Inspections Group and Chief Auditor Network combined to perform more than 140 pre-issuance reviews.
The Inspections Group annually evaluates the firm’s system of quality control over our audit practice.

Additionally, our system of quality control is subject to annual review by professionals from the PwC Network. Our most recent annual evaluation confirmed that our system of quality control over our audit practice is designed appropriately and functioning effectively.

External inspections

PCAOB inspections of our public company audit practice provide a data point for audit quality and represent an important check on our internal monitoring and assessment processes.

The investments we have made in audit quality have had a positive impact on the results of the 2020 inspection of our 2019 year-end audits. Although the PCAOB’s 2020 inspection cycle is not yet complete, to date we have seen a significant decrease in the number of issuer audits with identified deficiencies.

As the PCAOB has stated publicly, the audits they select and the portions of those audits they review are not done to identify a representative sample statistic that can be extrapolated accurately to a portfolio of audits. As a result, the findings cannot be used to draw conclusions about the frequency of deficiencies throughout the portfolio. The PCAOB’s approach is designed to be weighted towards targeting items of interest to their regulatory purposes, such as audit areas relating to recently issued standards. There are inherent differences in the purpose and methods used by the PCAOB to select audits for inspection compared to that used for our internal inspections.

The most recent inspection report on our audit practice is dated April 28, 2020 (our “2018 Inspection Report”), and describes the results of the PCAOB’s 2018 inspection of 55 (or approximately 3%) of our 2017 year-end public company audits.

Part I of the PCAOB Report

Part I, which is the public portion of the PCAOB inspection report, contains an overview of the inspection procedures and observations on the engagements inspected. Part 1.A includes discussion of deficiencies identified by the PCAOB in its inspection of issuer audits. Partly in response to Part 1.A of our 2018 Inspection Report, we continue to focus on the following areas:

- Auditing internal control over financial reporting, including identifying and testing controls related to a significant account or relevant assertion
- Sufficiency of testing significant assumptions or data used by management in developing an estimate

### Compliance rate of issuer audit engagements selected for internal inspection:

<table>
<thead>
<tr>
<th></th>
<th>FY20</th>
<th>FY19</th>
<th>FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compliance rate</td>
<td>97%</td>
<td>96%</td>
<td>96%</td>
</tr>
</tbody>
</table>

### Number of PCAOB-inspected audits included in Part I.A

<table>
<thead>
<tr>
<th>Year</th>
<th>Audits inspected</th>
<th>Audits included in Part I.A</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>55</td>
<td>14</td>
</tr>
<tr>
<td>2017</td>
<td>55</td>
<td>13</td>
</tr>
<tr>
<td>2016</td>
<td>56</td>
<td>11</td>
</tr>
<tr>
<td>2015</td>
<td>55</td>
<td>12</td>
</tr>
<tr>
<td>2014</td>
<td>58</td>
<td>17</td>
</tr>
</tbody>
</table>
Part 1.B of the PCAOB inspection report includes information on deficiencies that do not relate directly to the sufficiency or appropriateness of evidence the firm obtained to support its opinion(s) but nevertheless address other deficiencies related to compliance with PCAOB standards or rules. Part 1.B of our 2018 Inspection Report includes five audits where the firm’s report on Form AP contained inaccurate or omitted information related to the participation in the audit by certain other accounting firms and one audit where required written communications were not made in accordance with PCAOB Rule 3524.

Part II of the PCAOB Report

Part II of the inspection report reflects observations identified during the PCAOB’s review of certain practices, policies, and processes related to our system of quality control, including observations developed from the engagement-specific findings reported in Part I. The Sarbanes-Oxley Act mandates that Part II not be made public if a firm addresses the quality control observations to the PCAOB’s satisfaction within 12 months of the date of the inspection report. The PCAOB has not notified us of their determination of how we addressed observations contained in Part II of our 2016 and 2017 inspection reports (which covered our 2015 and 2016 year-end audits, respectively). The 12-month period for us to address the comments made in Part II of our 2018 Inspection Report expires on April 27, 2021.

Analyses of quality drivers

We perform analyses of audits with and without deficiencies identified through internal and external inspections. A team of reviewers that is independent from the engagement team identifies and considers factors relevant to technical knowledge, supervision and review, professional skepticism, engagement resources, and training, among others that may have contributed to audit quality. These potential causal factors are identified by evaluating data for the engagement and certain members of the engagement team, performing interviews, and reviewing audit working papers.

In addition, we compare and contrast the data for audits with and without deficiencies to identify whether certain factors appear to correlate to audit quality. Examples of this data include the hours incurred on the audit, whether key engagement team members are in the same geography as the client, the number of years that key engagement team members have been on the engagement, the number of other audits the engagement partners are involved in, whether the engagement was subject to a pre-issuance review, and the timing of when the audit work was planned and performed. Our goal is to understand how audits without deficiencies may differ from those with deficiencies.

The potential causes we identify through our analyses are used to identify enhancements that may be useful to implement across all or certain elements of our practice and improve our system of quality control.

“For over a decade, we’ve made massive investments in quality to continuously stay ahead of the rapidly changing environment in which we operate. Quality is our top priority and it’s embedded into every part of our strategy.”

Jorge Milo, US Assurance Quality and National Office Leader
Our Governance Insights Center helps boards of directors and their committees meet the challenges of their critical roles and duties, and seeks to enhance the financial acumen of investment professionals. We also strive to strengthen the bridge between investors, directors, and corporate management as we help board members address evolving expectations and regulations. While our work encompasses various governance activities, we place a significant focus on the audit committee because the audit committee has the primary responsibility for an issuer’s financial statements and oversight of the appointment, performance, and independence of the external auditor.

We share perspectives and insights with directors and investment professionals through various events and other mediums. For example, we provide directors with trainings, videos, and publications related to new and emerging financial reporting matters and accounting standards so they can make better oversight and investment decisions.

Our interactions with directors and the investment community allow us to hear stakeholders’ perspectives on financial reporting matters and help inform our points of view. We also share investor insights and feedback with regulators and standard setters. Our work helps enhance stakeholders’ understanding of the role and responsibilities of the auditor. For more information, see the Governance Insights Center section on pwc.com.

Over the past year, we organized three corporate director conferences for nearly 290 directors; presented at more than 420 client meetings or other events; hosted small group meetings; and issued more than 50 director-focused publications on important governance matters, including the results of our Annual Corporate Directors Survey.
Legal and governance structure

Legal structure and ownership of the firm
The firm is a limited liability partnership established under the laws of the State of Delaware. All interests in the firm are held by its partners and principals.

Governance structure of the firm
The firm’s Senior Partner serves as Chairman and Chief Executive Officer and manages the firm pursuant to the powers delegated to him by the firm’s partners.

To assist in discharging his responsibilities, the Senior Partner has appointed a Leadership Team to work with him to manage the firm. The responsibilities of the Senior Partner and the Leadership Team include establishing and determining the effectiveness of the firm’s system of internal control, including controls relating to the quality of the firm’s audit services. Changes to the Leadership Team are determined by the Senior Partner. The Senior Partner is elected by a partner vote for a four-year term. The Senior Partner may be re-elected for a second and a third term, unless limited by age according to the partnership agreement and, with respect to any third term, subject to the Board of Partners and Principals approving the individual’s nomination.
Leadership Team members

Tim Ryan
US Chair and Senior Partner

Jenny Koehler
Deputy Advisory Leader

Joe Atkinson
Vice Chair—Chief Products and Technology Officer

J.C. Lapierre
Chief Communications Officer

Wes Bricker
Vice Chair—Assurance Leader

Christine Lattanzio
Partner Affairs Leader and Chief Administrative Officer

Roz Brooks
US Public Policy Leader

Mark Mendola
Vice Chair—US Managing Partner

Martyn Curragh
Chief Financial Officer and Head of Portfolio Strategy

Shannon Schuyler
Chief Purpose and Inclusion Officer

Neil Dhar
Vice Chair—Chief Clients Officer

James Shira
US and Global Chief Information and Technology Officer

Mike Fenlon
Chief People Officer

Zachary Stern
General Counsel

Mauricio Hurtado
Senior Partner—Mexico

Roy Weathers
Vice Chair—Societal Engagement and Policy Solutions

Kathryn Kaminsky
Vice Chair—Tax Leader

Farhad Zaman
US Chief Network Officer

Mohamed Kande
Vice Chair—US and Global Advisory Leader

February 23-25, 2021, Board of Trustees Meetings
Board of Partners and Principals

Authority

The Board is responsible for overseeing the overall strategic direction of the firm. It oversees long-range strategies and business plans, and approves major transactions that could significantly affect the firm’s business. Its authority also includes the approval of the firm’s capital policies, the manner in which partners participate in firm profits, and the admission of new partners.

It approves the compensation of the Senior Partner and members of the Leadership Team as a group after review and recommendation by a committee of the Board. All candidates proposed by the Senior Partner Nominating Committee to stand for election as Senior Partner must also be approved by the Board.

Composition

The Board consists of partners and principals of the firm who have been elected for staggered terms of four years, as well as three external directors, each of whom also has a term of four years. Our external directors meet the applicable independence requirements to protect our reputation, objectivity, and integrity. They bring additional insights, expertise, and objective perspectives into our governance process as we consider the firm’s strategy, growth, and service offerings.

The Board is chaired by a Lead Director, who is elected by the members of the Board other than the Senior Partner. As of July 2020, there are 21 members of the Board in addition to the firm’s Senior Partner:

Members of the Board of Partners and Principals

| Tim Ryan, US Chair and Senior Partner | Carlos Gutierrez, External Director |
| Michael Quinlan, Lead Director       | Dave Hoffman                      |
| Jane Allen                          | Jennifer Kennedy                  |
| Thomas Archer                       | James Kolar                       |
| Don Christian                       | Paula Loop                        |
| Len Combs                           | Brian Meighan                     |
| Tyson Cornell                       | Troy Paredes, External Director   |
| Brendan Dougher                     | Carol Pottenger, External Director|
| Carrie Duarte                       | Lisa Sawicki                      |
| Scott Gehsmann                      | Jose Ignacio Toussaint            |
| Bernadette Geis                     | Ellen Walsh                       |

This year we elected a third external director to join our US Board of Partners and Principals. This highly qualified individual, Troy A. Paredes, is founder of consulting firm Paredes Strategies LLC and a former US Securities and Exchange Commissioner.
Committees

The Board is assisted by various committees that help to carry out its role. The Risk and Quality (R&Q) Committee provides oversight and monitors the appropriate policies, processes, and procedures for managing and minimizing risks of the firm. The R&Q Committee also serves as the Accounting and Auditing Practice Committee, which provides oversight of the accounting and audit practice of the firm. The R&Q Committee’s responsibilities include oversight of the Firm’s internal audit function, enterprise risk assessment, and risk management and compliance programs. The R&Q Committee regularly engages with Assurance business and risk leadership to discuss matters potentially impacting audit quality and execution, including updates on internal and external quality inspection results, as well as the firm’s progress in tech-enabling the audit.

As requested by the Board, the R&Q Committee reviews regulatory matters that affect the firm and, as appropriate, other parts of the PwC Network. Such matters may include accounting licensing and professional standards issues and global regulatory trends.

Other committees of the Board include without limitation the Finance Committee, Partner Affairs Committee, and the Technology & People Committee.

Board member selection process

The partner/principal vote for selecting Board members is done on a headcount basis. Partners and principals vote by ranking the candidates for the Board. The candidates with the most votes are elected. Board elections are supervised by an independent election teller.

External Directors are elected to the Board by the affirmative vote of two-thirds of the members of the Board voting thereon.

We recognize that quality is an ongoing journey and there are always opportunities to do more. We’ll continue to listen to our stakeholders’ views about what they need and share our perspectives. As the world around us continues to change, we will continue our focus on audit quality.
1. A partner is a certified public accountant (CPA) while a principal is not. Only CPAs may sign an audit opinion or perform any other function reserved by law or by the firm solely to CPAs. Partners and principals are alike in most other aspects of the partnership.

2. References to the firm, our, we, and PwC in this document relate to PricewaterhouseCoopers LLP or PwC US. The scope of this document pertains solely to the PwC US firm registered with the PCAOB. This report was prepared to provide our stakeholders with relevant information related to our US operations.

3. Our fiscal year ends June 30th.

4. “Audit professionals” refers to our core audit partners and staff. Specialists, including risk assurance, and Acceleration Center personnel are excluded.

5. “Managers” includes managers, senior managers, directors, and managing directors.

6. “Audit team members” for purposes of the leverage ratio excludes professionals in our Acceleration Centers who also contribute to the completion of audit work.

7. The 2019 figure has been updated to more accurately reflect the audit hours performed by Acceleration Centers.

8. The 2019 and 2018 figures have been updated to more accurately reflect the engagement hours provided by specialists.

9. Technical support roles exclude Quality Management professionals (see page 35) and dedicated independence professionals (see page 10).

10. Issuer audit clients comprise SEC registrants and mutual funds.

11. The 2019 and 2018 figures have been updated to more accurately reflect the number of reports on internal control over financial reporting for issuers.

12. Includes inspections completed as of June 26, 2020 and an estimate of the number of inspections to be completed during the remainder of the 2020 internal inspection cycle.

13. The estimated number of issuer audit engagements subject to internal inspection presented in the 2019 Quality Report has been updated for the actual number.


15. The estimated compliance rate presented in the 2019 Quality Report has been updated for the actual rate.

Our continued focus on audit quality

January 2021 update
As we begin a new year, we reflect on the particular challenges presented during 2020, and in particular how we at PwC were able to rise to the challenge, coming together around our purpose and values to be there for each other and our clients in appropriate ways.

- Our people are heading into the first ever virtual busy season with the know-how, tools, and technology needed to continue to be agile in the way they work, handle unexpected challenges, support and connect with each other, and add value in new ways.

- Our National Office has provided timely thought leadership and guidance to provide insights addressing current accounting and auditing challenges and ESG matters that may impact our clients, such as climate change, as well as to highlight the important issues and opportunities presented by developments in corporate reporting.

- Our firm continues to take significant steps to build a diverse and inclusive culture, supporting equity of opportunity at all levels of our organization. We have not lost our focus on these issues which matter to our people, affect our communities, and permeate the business community.

All of our efforts are underpinned by our purpose—to build trust in society and solve important problems, and recognize the important role we play in the financial reporting ecosystem—supporting the overall health of the global economy and building trust in times of uncertainty. We believe that transparency in reporting the results of our efforts is vital to our continued success. It is with this in mind that we are providing you with this update on our continued focus on audit quality.

Read in conjunction with our 2020 Audit Quality Report, issued in September 2020, this update provides timely insights into a few of the many areas in which we are continuing our efforts to enhance audit quality, including highlights of our latest inspection results. As noted on page 6, the PCAOB’s 2020 inspection cycle has recently been completed and we have seen a significant decrease in the number of issuer audits with identified deficiencies. In addition, you will read about our continued response to COVID-19, recent Assurance Quality Advisory Committee activities, our continued focus on independence, more steps we have taken on our diversity and inclusion journey, and our efforts related to XBRL and ESG. You can learn more about these topics and many others, including information about our culture and values, people, approach, monitoring, stakeholder engagement, and legal and governance structure, in our 2020 Audit Quality Report.

No matter what develops this year, we will not underestimate the significant opportunity for us to continue to live our purpose and to be a voice for progress and change.

Thank you for your interest in our continued progress. We look forward to sharing additional information regarding our quality efforts as part of our 2021 Audit Quality Report, expected to be released this summer.

Tim Ryan  
US Chairman and Senior Partner

Wes Bricker  
Vice Chair—US Assurance Leader

Find our 2020 Audit Quality Report here
Looking ahead—our ongoing response to COVID-19

Despite the promise of benefits from numerous vaccines in the months ahead, COVID-19 continues to bring unprecedented uncertainty and challenges as we head into our first ever virtual busy season. As described in our 2020 Audit Quality Report, our ability, as a firm and individuals, to be agile, handle the unexpected, and interact virtually, has made it possible for us to quickly and sustainably pivot to a virtual audit environment. Over much of last year, our people adjusted how they work, making full use of our technology and tools, continued to support each other, and consistently delivered quality service to our clients. As the environment has evolved, so have we:

• **Our National Office provided thought leadership** to clients and other stakeholders on relevant accounting and reporting topics in our quarterly webcasts and podcast series, including implementing CECL in unprecedented times, lessons learned from impairments triggered in Q2, and government assistance and COVID-19 disclosures.

• **We issued additional guidance to our engagement teams** on topics including conducting virtual inventory observations, coordinating with group and component audit teams, and assessing impairment analyses and going concern. We also distributed reminders and tips for individuals and engagement teams to consider to contribute to effective and efficient interim reviews and year-end audits.

• **We made available to our engagement teams additional training** that built upon previously issued guidance and tips to help them prepare to execute a quality audit, deliver a positive client experience, and continue to develop their skills while they manage their personal and professional responsibilities. The training’s primary focus was on busy season working practices, supervision and review, client interactions and team connectivity. Engagement teams were encouraged to complete the training together and use the companion discussion guide to make and commit to a plan to adapt their working practices for busy season.

• **Our Chief Auditors conducted targeted reach-outs** to engagement teams, covering recent guidance, inspection findings, and other key reminders. They also facilitated optional, collaborative workshop sessions with engagement teams addressing auditing the adoption of CECL, updates to risk assessments and the impact on the year-end audit strategy, and auditing in a virtual environment, among others. Similarly, our Assurance Quality Management Network engaged with teams through consultations and reach-outs on liquidity and financing matters.

• **We introduced numerous practices and activities** for our people to connect, unwind, and stop the grind, which can occur when working from home blurs the line between working hours and time off. These practices are directed at helping our people balance their personal and professional responsibilities and manage their stress during the busiest time of the year. We also built an internal community for our
people to share inspirational stories and exchange practical advice about how they are managing themselves, their families, and their clients during this unexpected time.

- **We established protocols**, including approval processes, automatic contact tracing, occupancy limits, and support teams so that our people can return, safely and at a measured pace, to offices and client sites when appropriate in the circumstances. While we continue to monitor developments, including those related to vaccine distribution, those offices that are open are currently operating with limited access and services based on significantly reduced capacity—to date most visits to our offices are for a specific purpose and on an as-needed basis.

- **We continued to take the pulse of our people and clients** through the use of formal and informal surveys and organized roundtable discussions.

- **Our Governance Insights center released numerous publications** addressing COVID-19 challenges faced by boards as well as a series of videos designed to offer practical advice about how board members can take the lessons learned from the pandemic and turn them into valuable insights that can be used in their board oversight role.

We, along with our clients, have begun to look ahead, to strategize for the future. Our National Office and firm leadership shared insights with our clients on topics such as: reworking finance operating models in the “new normal;” returning to the workplace—highlighting some of the top issues businesses face, including digitizing their business and workforce as needed, improving worker flexibility, and caring for worker well-being; and other topics such as C-suite sentiment on the potential impacts on business of policy and regulatory shifts.

At the onset of the COVID-19 crisis, our investments to upskill our people to confidently use the latest technology enabled us to transition within a week from on-premises delivery to virtual delivery, allowing for a seamless continuation of service. Looking forward, we intend to continue to invest in skills and tools that set us apart and give us opportunities to enhance quality and add value.

“**Our professionals never wavered from their responsibilities nor from their purpose, continuing to complete timely quality audits and interim reviews**”

Wes Bricker,
Vice Chair—US Assurance Leader
Benefiting from outside-in perspectives—Our Assurance Quality Advisory Committee

In 2020 we established our Assurance Quality Advisory Committee (AQAC), a three member independent advisory committee focused on quality. The AQAC has already begun to delve into a range of topics that have significant relevance to the quality of our audits, including our response to COVID-19, our system of quality control, our technology, and observations from our internal and external inspections. The AQAC has also begun to consider emerging areas—such as environmental, social, and governance (ESG) reporting, climate change, and fraud and going concern—specifically as those areas impact our strategy and the role we play in supporting the quality and usefulness of financial and other information available to the capital markets.
The investments we have made in audit quality have had a positive impact on the results of the 2020 inspection of our 2019 year-end audits. The PCAOB’s 2020 inspection cycle has recently been completed and we have seen a significant decrease in the number of issuer audits with identified deficiencies. Based upon the most current information, we anticipate only one engagement of the 52 that were subject to inspection being included in Part I.A. of our 2020 inspection report. This improvement is generally consistent with observations from our own internal inspections.

This improvement is a reflection of how we have stayed the course on important initiatives on risk assessment and the testing of review controls. We also maintained focus on enhancing the quality of our audits by:

- continuing to tech-enable the audit, matching tailored innovations in transformative technology with the continued emphasis on vital skills of our people, like critical thinking and skepticism; and

- expanding our use of standardization and automation at scale through Acceleration Centers and Centers of Excellence to help in areas such as audit support and procedures for high volume, routine transactions, as well as other areas, such as comfort letter preparation and execution.

We have also continued to engage with the PCAOB about our remediation plans, our monitoring efforts and results, and provided additional briefings about our quality actions and outcomes. The PCAOB has recently notified us that it is satisfied with how we addressed observations contained in Part II of our 2016 inspection report (which covered our 2015 year-end audits). While we are pleased with our progress, we continue to look for and address opportunities for enhancement.
Staying focused during times of change—Our independence and objectivity

As we embrace change and look to the future, we retain our commitment to independence in fact and appearance. As described in our 2020 Audit Quality Report, we have processes and tools in place to support our people in maintaining independence and tailored training courses that reinforce the individual behaviors necessary to maintaining independence.

Our systems and processes enable assessments and documentation of approval for providing permissible non-audit services. Our enhanced processes, launched in mid-FY20, for reviewing and authorizing certain non-audit services for SEC-issuer audit clients further mitigates the potential independence risk in the execution of non-audit services to audit clients. The scope of services reviews performed by independence specialists, as well as pre-engagement coaching sessions and in-flight reviews, have resulted in more consistency, when appropriate, in the assessment of scope of service permissibility and enhanced audit committee communications.

We have and will continue to enhance, integrate, and standardize our processes and systems to help our people more easily identify and address potential independence risks, including those related to the provision of non-audit services. In addition, we have and will continue to reinforce accountability for maintaining independence across all of our lines of service.

As we also emphasize to our PwC partners, we do the right thing whether we’re dealing with clients, each other, or with our stakeholders. This is the foundation of our professional reputation, status, and brand and we will not compromise it. We have made it clear - no client, no fee, and no opportunity is worth compromising our values. This is simply non-negotiable and we do not accept pressure to do otherwise.
We recognize that if we are to live up to our purpose and values, we must work to support equity of opportunities at all levels. Our systems, programs, and processes are designed to support all of our people so that every person has the same opportunities to grow to their full capacity. Our 2020 Audit Quality Report describes aspects of our diversity and inclusion strategy, which is rooted in supporting our peoples’ career journey, from recruiting talent in new ways to evolving our people’s experience in the first two years, helping them develop inclusive leadership skills and shifting the makeup of our partnership.

In addition, we’ve advanced six additional diversity and inclusion commitments made earlier in 2020 and aimed at helping fight racial injustice in society.

This includes releasing our first annual Diversity & Inclusion Transparency Report in August, allowing us to share our story and hold ourselves accountable for transformative progress.

We also launched the CEO Action for Racial Equity fellowship in October, which provides the opportunity for CEO Action signatories to advance racial equity through public policy. Using CEO Action as a platform mobilizes the business community collectively across industries and regions to enact change.

While we have made progress, we are not yet where we aspire to be, and will continue to support equity and parity of experience for all of our people.
Investing with purpose—our role in the financial reporting ecosystem

The financial reporting ecosystem is experiencing significant change fueled by the acceleration of data availability, enabling technologies, and an increase in reporting of non-financial measures of value. This places a premium on the need for reliable, relevant, and comparable data to provide important insights to the capital markets. Through focused efforts in areas such as XBRL and ESG reporting, we continue to play an important role related to the development and delivery of new and existing services and participation in standard setter and regulator efforts to promote quality data in the capital markets. Our contributions have been consistent with our purpose, and reflect our commitment to support the availability of quality information in the capital markets.

XBRL

We recognize that by providing quality financial statement data in a structured, digital format, XBRL makes that data more accessible and useful to investors. The increased use of XBRL and related regulation, including forthcoming audit requirements in other parts of the world, is an important trend, and as such we are actively monitoring developments and being proactive in our engagement with stakeholders. Over the past few months we have issued multiple publications and podcasts emphasizing the importance of quality XBRL data to the capital markets and highlighting how robust quality control processes with clear ownership impact the quality of the XBRL filing. We continue to refine our strategy around how best to deliver value to our clients around XBRL and its ability to enable insight-rich, technology-driven reporting solutions.

“XBRL helps promote an information environment that can lead to better decision making, and can also help management and auditors in promoting quality, credible information in the markets.”

Wes Bricker, Vice Chair—US Assurance Leader and XBRL International Board Chair
ESG

Stakeholders are increasingly looking beyond the traditional financial metrics to determine value by using more information about a company’s risks and strategies related to ESG considerations. We have provided our teams with the guidance and training needed to appropriately consider ESG matters that may impact our clients, such as climate change, and to have timely conversations with Audit Committees about ESG themes and perspectives relevant to the client. We are also helping to shape the application of the SEC’s new principles-based human capital disclosures through the issuance of thought leadership and interactions with clients and stakeholders.

In addition, we recently launched our ESG Pulse App, which can be used to help our clients with their assessments of ESG maturity, advise them on their efforts using deeper insights, and benchmark against their peers.

In the interest of further enhancing the value of this data for investors, we are also working with the Sustainability Accounting Standards Board (SASB) to assist in developing a SASB XBRL taxonomy.

We recognize that quality is an ongoing journey and there are always opportunities to do more. We’ll continue to listen to our stakeholders’ views about what they need and share our perspectives. As the world around us continues to change, we will continue our focus on audit quality.
SUMMARY OF ACTIONS TAKEN

February 25, 2020 – Legal, Risk & Compliance Committee Meeting

Voting Members Present by Zoom Virtual Meeting:

Elizabeth P. Kessler  Michael Kiggin  Gary R. Heminger (ex officio)
Alan A. Stockmeister  Elizabeth A. Harsh
Jeff M.S. Kaplan  Carly G. Sobol

Members Absent:

N/A

PUBLIC SESSION

The Legal, Risk & Compliance Committee of The Ohio State University Board of Trustees convened for its inaugural meeting on Thursday, February 25, 2021, virtually over Zoom. Committee Chair Elizabeth Kessler called the meeting to order at 10:30 a.m. and thanked all of the committee members for agreeing to serve.

Items for Discussion

1. Discussion of Legal, Risk & Compliance Committee Charter: The committee discussed the creation of its charter, which outlines the committee’s purpose and responsibilities in assisting the board with oversight of the university’s legal, risk and compliance functions. The draft charter addresses regular discussion and reporting requirements, items for committee review, and specific requirements related to committee meetings and composition. It will be brought forward for approval at the May 2021 meeting.

2. CARES Act Update: Anne Garcia, Gates Garrity-Rokous and Stacy Rastauskas discussed the legal, compliance and governance considerations related to CARES Act funds received by the university from federal (e.g., direct student aid and institutional funding, health care provider relief), state (e.g., direct support, school surveillance program and wastewater research, modeling data, testing capacity, support for student mental health) and local government (e.g., contact tracing and testing with Columbus Public Health and the City of Columbus). All funds received by the university required the execution of separate grant agreements, which incorporated specific CARES Act provisions and federal agency requirements.

   (See Attachment LXI for background information, page 1307)

EXECUTIVE SESSION

It was moved by Ms. Kessler, and seconded by Mr. Stockmeister, that the committee recess into executive session to consult with legal counsel regarding pending or imminent litigation and to consider business-sensitive trade secrets required to be kept confidential by federal and state statutes.

A roll call vote was taken, and the committee voted to go into executive session, with the following members present and voting: Ms. Kessler, Mr. Stockmeister, Mr. Kaplan, Mr. Kiggin, Mrs. Harsh, Ms. Sobol and Mr. Heminger.

The committee entered executive session at 10:48 a.m. and the meeting adjourned at 12:03 p.m.
Roadmap

- Federal Government Support
  Stacy Rastauskas
- Legal Approaches and Considerations
  Anne Garcia
- Compliance Responses
  Gates Garrity-Rokous
- State and Local Government Support
  Stacy Rastauskas
Government Investment

• CARES Act provides significant direct and indirect investment to the university and Wexner Medical Center
  • **Federal:** Direct student aid and institutional funding, health care provider relief
  • **State:** Direct support, school surveillance program and wastewater research, modeling data, testing capacity, support for student mental health
  • **Local:** Contact tracing and testing with Columbus Public Health and the City of Columbus
Federal Government Support

- **March 2020**: Congress passed the Coronavirus Aid, Relief and Economic Security (CARES) Act
- **December 2020**: Congress passed the Bipartisan-Bicameral Omnibus COVID Relief Deal
- **Total of $35.2 billion** provided to the U.S. Department of Education’s Office of Postsecondary Education for the Higher Education Emergency Relief Fund (HEERF I and II)
- **HEERF funding** provides direct support for students and the institution
— Federal Student Financial Support

- **Received $21.4M** through CARES/HEERF to provide emergency financial aid grants to students for expenses related to COVID-19 campus disruptions
- Received notification of an **additional $21.4M** allocation available for student grants through January 2022 via the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA)
- CRRSAA also provides flexibility and extension through September 2021
Federal Student Financial Support

- **Together as Buckeyes Program**
  - Emergency grant program administered through Student Financial Aid in partnership with Student Life
  - As of December 31, 2020, awards made to 16,327 students with an average award of $1,181
  - For students with need, but not eligible for CARES funding, the university used institutional funds to provide assistance
— Legal Approaches & Considerations

• All funds received by the university required execution of separate grant agreements
  • Each agreement incorporated specific CARES Act provisions and federal agency requirements
• Office of Legal Affairs, with Office of Business and Finance and Office of Sponsored Research, reviewed the agreements and worked with units to identify ongoing commitments and requirements for funding
Compliance Responses

- **U.S. Department of Education auditing CARES funding**
  - Annual audit for FY20 extended to incorporate CARES emergency grant testing in February/March 2021
  - Student Financial Aid posting required public CARES quarterly reporting on Ohio State website

- **Similar reporting and audit requirements** for other CARES Act funds received from federal, state and local government
  - Student Financial Aid continues to track and respond to these audits as appropriate
State Government Support

- CARES Act funding from the Ohio Department of Education supported creation of the COVID-19 Analytics and Targeted Surveillance System (CATS)
  - University researchers in the College of Public Health, led by Ayaz Hyder, identified need for central system to track possible signs of COVID-19 infection
  - Worked with Ohio Department of Education and Education Service Center of Central Ohio to implement CATS as an early warning system for central Ohio school districts
State Government Support

- With support from Ohio Environmental Protection Agency, Ohio Department of Health and the CARES Act, the university is monitoring wastewater for COVID-19
  - Led by Professor of Environmental Health Sciences, Jiyoung Lee, who developed a method to process and evaluate wastewater for COVID-19 RNA
  - Conducting projects with partners across the state at Ohio State residence halls and in Columbus, Cleveland, Newark and Athens
Local Government Support and Partnership

- Working closely with Columbus Public Health and the City of Columbus on pandemic response
  - Partnership includes close collaboration on testing, compliance and contact tracing program for university students, faculty and staff
  - Utilizing federal CARES/HEERF institutional funding to support costs related to the testing and staff needed for this effort
  - Leveraging city and university resources for a unified response
Distinguished Service Awards – Recommended Recipients

**David Harrison, PhD ’00, MBA**
Dr. David Harrison is the president of Columbus State Community College and a nationally recognized and respected leader in higher education. Under David’s leadership, Columbus State initiated the Preferred Pathway® program, which guarantees admission to The Ohio State University for Columbus State graduates in alignment with Ohio State’s Strategic Plan and expanded the program to additional higher education institutions across the state. He led the formation of The Central Ohio Compact, a regional strategy among K-12 and higher education leaders to help more students succeed in college and in the workplace. In 2012, Columbus State was named an Achieving the Dream college, a national initiative to help more students earn college credentials with an emphasis on first-generation students, students of color and low-income students; and in 2015, the college received Achieving the Dream’s esteemed designation as a Leader College. As one nominator wrote: “I watched David quietly and with determination work with politicians, corporations through the Columbus Partnership, community college and four-year colleges/universities to secure the support needed for creating an effective system that opened previously unattainable opportunities for students.”

The following individuals contributed to the nomination: W. Randy Smith, PhD; Rebecca Butler, PhD; Lisa Courtice, PhD; and Joseph Alutto, PhD.

**Fred Ransier, JD ’74**
Mr. Fed Ransier served for nine years as chair of PACT (Partners Achieving Community Transformation), an organization founded and funded by The Ohio State University, the City of Columbus and the Columbus Metropolitan Housing Authority (CMHA) to create a healthy, financially and environmentally sustainable community where residents have access to safe and affordable housing, quality healthcare and education, and employment opportunities on the Near East Side. One nominator wrote: “Just as a community needs its hospital to be healthy, the hospital in turn benefits from a healthy community. The university owes a huge debt of gratitude to Fred for his selfless gift of leadership and his tremendous effort in helping us fulfill our land-grant mission on the Near East Side.” Prior to joining PACT, Fred was a board member at Ohio State East Hospital, providing perspective and guidance to expand clinical service, improve quality and ensure the long-term viability of this important community asset. Fred is a retired partner in the Vorys, Sater, Seymour and Pease LLP Columbus office and was a member of the bankruptcy practice and the government affairs and lobbying group. Fred is a loyal donor with more than 40 years of giving.

The following individuals contributed to the award nomination: Trudy Bartley and Elizabeth Seely, MHA, FACHE.
3335-1-02 Members, officers and committees of the board.

C. Committees of the board.

1. Standing committees of the board, the members of which shall be appointed annually by the chair, shall be constituted and shall consider and make recommendations for action by the board on the various matters as enumerated below:

a. Academic affairs and student life committee. The academic affairs and student life committee shall consider and make recommendations to the board regarding matters pertaining to the teaching 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: teaching and learning; student success, support and well-being; faculty and staff matters; educational policy; academic structure and organization; student 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 the 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 committee members, with majority membership by trustees at all times.

b. Audit, finance and investment committee. The audit, finance and investment committee shall consider and make recommendations to the board regarding matters pertaining to the financial, business, and administrative management of the university, and auditing of the university and related entity operations. 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; 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; 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 the trustees appointed to the committee, the committee shall also consist of at least one student trustee and up to three additional non-trustee committee members, with majority membership by trustees at all times.
c. 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, non-trustee committee members 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 the chairs of each board committee and the vice chairs of the board. In addition to the trustees appointed to the committee, the committee may also consist of up to three additional non-trustee committee members, with majority membership by trustees at all times.

d. 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. The committee will serve as stewards of the campus master plans and district plans. Matters to be brought before the committee may include, but shall not be limited to: the review and recommendation for approval of the planning, design, and construction activity of the university, including the Wexner medical center; university master planning; development and maintenance of facilities; real property matters; security and infrastructure updates; and any other matter assigned to the committee by the board or the chair of the board.

In addition to the trustees appointed to the committee, the committee shall also consist of at least one student trustee and up to three additional non-trustee committee members, with majority membership by trustees at all times.
e. Legal, risk and compliance committee. The legal, risk and compliance committee shall consider and make recommendations to the board regarding oversight of the university’s legal, risk and, compliance functions. Matters to be brought before the committee may include, but shall not be limited to: oversight and monitoring of compliance programs and activities; university and Wexner medical center enterprise risk management systems and business continuity planning; approval and monitoring of affiliated entities; reports regarding significant legal, legislative and regulatory matters and initiatives; and any other matter assigned to the committee by the board or the chair of the board.

In addition to the trustees appointed to the committee, the committee shall also consist of at least one student trustee and up to three additional non-trustee committee members, with majority membership by trustees at all times.

f. Research, innovation and strategic partnerships. The research, innovation and strategic partnerships committee shall consider and make recommendations to the board regarding matters pertaining to the research programs and activities of the university, Wexner medical center, faculty, staff, and students. Matters to be brought before the committee may include, but shall not be limited to: programs and activities related to research and creative inquiry; policies to support and enhance research and creative inquiry conducted at the university; the development and support of strategic internal and external relationships; outreach and engagement activities of the university’s students, faculty, and staff; and any other matter assigned to the committee by the board or the chair of the board.

In addition to the 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 committee members, with majority membership by trustees at all times.
The university Wexner medical center board shall be composed of up to sixteen seventeen voting members:

1. Up to five six members of the university board of trustees, including one student trustee, 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' 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.
The Ohio State University Board of Trustees  
Academic Affairs & Student Life Committee  
February 24, 2021

Topic:  
Revision to the Rules of the University Faculty: Procedures for addressing complaints of faculty misconduct (“the 04 Rule”)

Context:  
The University Senate has recommended extensive revisions to section 3335-5-04 of the Rules of the University Faculty to streamline procedures for addressing complaints of misconduct made against faculty members.

- Section 3335-5-04 is written by faculty members to ensure all members of the faculty are held to the highest ethical and professional principles in each academic discipline while sustaining the academic freedom of the faculty.
- The proposed revision incorporates specialized processes and regulatory compliance for issues such as investigations into research misconduct and sexual misconduct.
- The proposed revision therefore creates four tracks for misconduct cases:
  1. failure to meet academic responsibilities;
  2. research misconduct,  
  3. sexual misconduct, protected class discrimination and harassment, whistleblower retaliation, and workplace violence; and  
  4. all other misconduct.

- The new rule also:
  - provides clearer guidance in evaluating appropriate sanctions.
  - establishes standards of evidence for similar offenses across university populations (students, staff, faculty) except for failure to meet faculty responsibilities, which is a faculty-specific complaint.
  - clarifies that Section 3335-5-04 applies to all cases of alleged faculty misconduct, not only potentially terminable offenses, and provides clear processes for addressing less serious allegations of misconduct in a timely manner.
  - sets forth various process improvements including standardized screening processes, alternative dispute resolution, timing, notification, and clarity of offenses.

Given the extensive revisions to Section 3335-5-04, the proposed rule and existing rule are attached instead of a strikeout version. A flowchart illustrating the procedures governing the four tracks is appended on the following page.
3335-5-04 Procedures for complaints of misconduct made against faculty members.

(A) This rule shall apply to all formal complaints of misconduct against faculty members as defined in rule 3335-5-19 (A) and (B). Complaints may be filed under this rule against any individual with a faculty appointment, including administrators who hold such appointments.

1. Complaints about the performance of administrators in their administrative capacity must be brought pursuant to applicable rules or policies for those administrative positions; all complaints against administrators who hold faculty appointments relating to the violation of applicable law, university policies or rules, or unit governance documents (other than those related to the performance of the administrator’s duties) must be brought under this rule.

(B) Complaints shall proceed under the general procedures set forth in this rule and the specific procedures set forth in the following four subsections based on the nature of the allegations.

1. Complaints involving allegations of failure to meet faculty obligations shall proceed under rule 3335-5-04.1. A faculty member may be disciplined under this rule, and may be terminated if the conduct constitutes serious failure to meet faculty obligations for violations established under rule 3335-5-04.1(A).

2. Complaints involving allegations of research misconduct shall proceed under rule 3335-5-04.2. A faculty member may be disciplined up to and including termination for violations established under this rule.

3. Complaints involving allegations of sexual misconduct, workplace violence, whistleblower retaliation, discrimination, harassment, and retaliation based on protected status shall proceed under rule 3335-5-04.3. A faculty member may be disciplined up to and including termination for violations established under this rule.

4. Complaints involving allegations of violations of applicable law, university policies or rules, or unit governance documents shall proceed under rule 3335-5-04.4, unless they fall under rule 3335-5-04.2 or 3335-5-04.3. A faculty member may be disciplined under this rule, and may be terminated if the conduct constitutes grave misconduct or non-trivial financial fraud for violations established under rule 3335-5-04.4(A)(1)–(2).

(C) Conflicts:

1. No administrator may act in their administrative capacity in the consideration of any complaint naming them as respondent. If a complaint names a department chair, school director, or a dean as respondent, the executive vice president and provost (hereinafter “provost”) shall appoint an equivalent rank administrator from another department or college to perform the responsibilities of the named official under this rule. If a complaint names the provost as respondent, the president shall appoint an individual to perform the responsibilities of the provost. If a complaint names the president as respondent, the Board of Trustees shall appoint an individual to perform the responsibilities of the president.
2. If any individual with responsibilities under this rule has a conflict of interest with a complainant or respondent, such that the individual stands to benefit personally or incur personal harm depending on the outcome, or otherwise has a relationship with the faculty member against whom the complaint is made (hereafter “respondent”) that creates a bias, or otherwise could not fairly and impartially perform those responsibilities, the individual shall not participate in this process, and a replacement shall be named in accordance with Section (C)(1) of this rule. In the event that a member of an investigation or sanctioning committee has such a conflict, that individual shall be replaced in accordance with the applicable procedures for that committee.

(D) If the provost determines that a faculty member’s presence on campus is detrimental to the safety and well-being of the university community or university property, the provost may reassign the faculty member off campus with pay pending completion of the process set forth in this rule.

(E) At each step of the process, individuals with responsibilities under this rule may use informal dispute resolution to resolve the complaint to their satisfaction as well as that of the complainant and the respondent in accordance with applicable policy. The appropriateness of an informal resolution in any case will depend on the circumstances of each particular case. All such resolutions must be reported to the Office of Academic Affairs for review and approval before being finalized. In addition, reports must be made to the Office of Research (for proceedings under Faculty Rule 3335-5-04.2), or the Office of Institutional Equity or Office of Human Resources (for proceedings under Faculty Rule 3335-5-04.3) as may be applicable.

(F) Complainants and respondents may expressly or implicitly relinquish their rights to participate in any step of this process, including but not limited to by failing to respond to reasonable attempts to schedule required meetings, or by failing to appear for scheduled sessions. If a complainant or respondent relinquishes their rights of participation at any step, that relinquishment does not prevent that individual from exercising any rights that may be applicable at any other step of the process. To the extent not specified in this rule, complainants and respondents shall be entitled to all rights required by state and federal law that are applicable to these proceedings.

(G) All records of proceedings under this rule shall be maintained by the Office of Academic Affairs. Such records shall be afforded the same privacy and confidentiality afforded to comparable records of other university employees, subject to public records laws and other disclosures within and external to the university in accordance with applicable law and the need to know such information to support university operations.

(H) The term “day” as used in this rule means “calendar day.” If the last day of a designated time period falls on a weekend or a day on which the university is closed, the time period shall expire at the close of business on the next succeeding business day.

(I) Complainants and respondents shall be given written notice of decisions required by this rule. Any notice shall be sent by certified mail and by email. The time period for any action to be taken after delivery of the notice shall begin to run on the date on which the notice is mailed.

(J) At each step of the process set forth in this rule, a respondent may be accompanied by one support person of their choosing (including but not limited to personal legal counsel). Except as otherwise provided in rules 3335-5-04.1 through 3335-5-04.4,
though, such individual shall only be entitled to appear with the respondent and shall not be entitled to participate in or delay the process in any way.

(K) The timelines set forth in this rule and in rules 3335-5-04.1 through 3335-5-04.4 are mandatory. However, the provost or designee may grant defined extensions of any time period on an as-needed basis upon written request.

3335-5-04.1 Procedures for complaints of failure to meet academic responsibilities.

(A) This rule applies to complaints made against faculty members involving their failure to meet academic responsibilities as defined in rule 3335-5-01(C). A faculty member may be disciplined for violations established under this rule, and may be disciplined up to and including termination for serious failure to meet faculty obligations. For the purposes of this rule “serious failure to meet faculty obligations” is defined as conduct that reflects gross indifference or consistent failure to satisfactorily perform the faculty obligations set forth in rule 3335-5-01(C).

(B) Initial proceedings.

1. A complaint may be filed by any student or university employee, including employees from administrative offices who are filing complaints arising out of investigations by those offices. Complaints may be filed with a chair, dean, associate dean, provost, vice provost for academic policy and faculty resources (hereinafter “vice provost”), or the president. All complaints must be referred to the vice provost for initial review in accordance with this rule.

2. The complaint shall be set forth in writing and shall state facts to support an allegation that a faculty member has failed to meet their academic responsibilities.

   i. The vice provost shall review every complaint to determine whether the complaint presents an actionable violation and that the complaint is not clearly retaliatory or abusive in nature. If the vice provost is named as a respondent, the provost shall identify a designee. If the vice provost determines that a complaint either does not allege a violation that can be addressed under this rule or was filed for clearly retaliatory or abusive purposes, the vice provost must consult with the complainant within seven days of filing to clarify the nature of the complaint. The vice provost may dismiss such a complaint within seven days of consulting with the complainant if it cannot be addressed under this rule or is clearly retaliatory or abusive in nature. This determination does not prohibit referral of a complaint filed under this rule to another applicable university process.

   ii. If the vice provost determines that the complaint should proceed or if the complaint is reinstated by the provost, the vice provost shall furnish a copy of the complaint to the respondent and shall refer it to the
respondent’s department chair for a probable cause review in accordance with section (C) of this rule.

1. If the faculty member’s department chair is the complainant or respondent, the complaint shall be referred to the faculty member’s dean for the initial probable cause review.

2. For the purposes of this provision, the term “department chair” includes school directors, deans of colleges without departments, and regional campus deans and directors.

3. Only allegations stated in the complaint shall be considered at the various stages of deliberation. However, additional facts relevant to the allegations set forth in the complaint may be presented throughout the process.

(C) Probable cause review.

1. The department chair shall review the allegations in the complaint and discuss the matter with the complainant and the respondent to determine whether there is probable cause to believe that the allegations are true.

2. If the department chair determines that there is not probable cause to believe that the allegations are true, the chair shall dismiss the complaint.

   i. If the complaint is dismissed, the complainant may appeal the dismissal to the dean. The appeal must be in writing and filed with the dean within twenty-one days after the notice of the chair’s decision was mailed. Upon receiving such an appeal, the dean may either reinstate the complaint and refer it to the college investigation and sanctioning committee or dismiss it, and such a dismissal is final. The dean must issue a decision within thirty days after receiving such an appeal.

3. If the department chair determines that there is probable cause to believe that the allegations are true, the department chair shall refer the matter to the college investigation and sanctioning committee unless the department chair completes an informal resolution in accordance with rule 3335-5-04(E).

4. The department chair shall complete this process within fourteen days.

(D) College investigation and sanctioning committee.

1. Each college shall appoint a college investigation and sanctioning committee, which shall fulfill the responsibilities set forth in this section. The committee shall be all tenured faculty or a majority of tenured faculty if including clinical/teaching/practice faculty who are non-probationary associate professors or professors. A college may include faculty members from other colleges on its committee.

2. Upon receipt of a referral of a complaint from the department chair, the committee shall meet with the complainant and the respondent and shall review any documentary evidence provided by these parties. The respondent shall be given copies of any documentary evidence provided to the committee as part of the investigation and be given an opportunity to respond to all such documentation. The committee shall have the authority to gather information relevant to the complaint, including by interviewing individuals other than the complainant and respondent as the committee sees fit or as recommended by the complainant or respondent. The committee shall strive to maintain confidentiality in the proceedings.
3. At the conclusion of the investigation, the committee shall prepare a preliminary report that identifies the proposed findings of fact, a conclusion as to whether a violation occurred under the clear and convincing evidence standard, and if so whether the conduct rose to the level of serious failure to meet faculty obligations as defined in rule 3335-5-04.1(A). The committee shall provide that document to both the complainant and respondent for review. Each party shall have seven days to respond and to identify any alleged errors or omissions in the findings.

4. Following review of any comments by the parties, the committee shall thereafter make any modifications to the report that it deems appropriate and issue a final report. If the committee concludes that a violation occurred, the committee shall include its proposed sanction in the final report.

5. In evaluating sanctions, the committee shall consider the totality of the circumstances, including aggravating and mitigating factors.
   i. Aggravating factors may include, but are not limited to:
      a. the significance and impact of the faculty member’s failure to meet academic responsibilities if serious failure is found;
      b. the strength of the evidence presented;
      c. whether the respondent has previously been found to have engaged in misconduct;
      d. whether the respondent’s conduct caused injury or harm to another individual, university property, or the university’s reputation; and
      e. whether the respondent had received prior warnings about engaging in the conduct at issue.
   ii. Mitigating factors may include, but are not limited to:
      a. the conduct at issue did not cause injury or harm to another individual, university property, or the university’s reputation; and
      b. the respondent accepted responsibility for the misconduct.

6. The committee shall have the authority to recommend sanctions as it sees fit as long as the sanctions are commensurate with the nature of the complaint and the committee’s analysis of any aggravating and mitigating factors. Sanctions may be of a discrete or continuing nature, but sanctions of a continuing nature must specify the period of time in which they are applicable. Sanctions may include, but are not limited to the following, and may further include a combination of sanctions:
   i. Verbal reprimand;
   ii. Written reprimand;
   iii. Mandatory counseling or other rehabilitation;
   iv. Restrictions on duties or privileges;
   v. Restriction of access to university property or services;
   vi. Reduction of salary base;
   vii. Reduction of twelve-month appointment to nine-month appointment;
   viii. Reduction of full-time equivalent (FTE) appointment;
   ix. Reduction of rank;
   x. Revocation of tenure;
   xi. Termination of employment due to serious failure to meet faculty obligations.
7. The committee shall complete its investigation and submit its report to the respondent’s dean within forty-five days.

(E) Decision by the dean.

1. After reviewing the report and recommendation of the college investigation and sanctioning committee, the dean may:
   i. Dismiss the complaint if the committee did not find a violation;
   ii. Impose the committee’s proposed sanction;
   iii. Impose what would reasonably be interpreted as an equivalent or lesser sanction; or
   iv. Increase the sanction if the committee determined that the respondent engaged in a serious failure to meet faculty obligations.

2. The dean shall make a decision in twenty-one days. The final report of the college investigation and sanctioning committee and the dean’s decision shall be sent to the complainant and the respondent.

3. Appeals:
   i. The dean’s decision shall be final in all cases in which the sanction imposed is a verbal reprimand, a written reprimand, or mandatory counseling or training, but a respondent may place a response to this sanction in their primary personnel file.
   ii. If the dean imposes any other sanction except for revocation of tenure or termination of employment, the respondent shall have the right to appeal in writing to the provost.
   iii. If the dean imposes a sanction that revokes tenure or terminates employment, the matter shall be automatically appealed to the provost.
   iv. In all appeals, whether discretionary or automatic, the respondent may identify their position on the case in writing to the provost. All such submissions and all discretionary appeals must be filed within fourteen days after notice of the dean’s decision was mailed.

(F) Review of appeals by the provost.

1. After reviewing the record of a case appealed by a respondent or referred by the dean, the provost may:
   i. Affirm the dean’s sanction;
   ii. Impose what would reasonably be interpreted as an equivalent or lesser sanction to the dean’s sanction;
   iii. Increase the sanction; or
   iv. In the event that the provost determines that substantial new evidence exists (evidence that was not available at the time of the initial investigation and that may reasonably have affected the finding of misconduct) or there was conflict of interest or procedural error in the previous steps of the process that resulted in material harm or prejudice to the respondent, the provost shall return the case back to a previous step of the process for further proceedings as appropriate.

2. The provost shall make a decision within fourteen days of receiving materials from the dean and respondent as applicable.

3. If the provost affirms the dean’s decision to terminate employment, or imposes or upholds a sanction set forth in section (D)(6)(vii) through (xi) of this rule, the
respondent may appeal to the faculty hearing committee. In all other cases, the provost’s decision shall be final.

4. An appeal by the respondent must be in writing and must be filed with the faculty hearing committee within fourteen days after notice of the provost’s decision was mailed.

(A) The faculty hearing committee.

1. Within fourteen days of receipt of an appeal from a respondent, the faculty hearing committee established by rule 3335-5-48.10 shall convene a hearing panel to consider the appeal and to provide a recommendation to the president regarding the appropriate action. The respondent and the provost or designee may each make one peremptory challenge to the seating of one person on the hearing panel and one peremptory challenge to the selection of a presiding officer.

2. The parties to this hearing shall be the respondent and the provost, or designee.

3. The hearing panel may restrict the attendance of persons at the proceedings. However, the respondent and the provost shall have the right to have one observer of their choosing present at all times.

4. The provost, or designee, shall present the case to the hearing panel. In presenting the case, the provost may be advised and represented by the general counsel, or designee. The provost shall have the right to present witnesses and evidence and to examine witnesses and evidence presented by the respondent.

5. Respondents shall have the right to represent themselves or to be represented by legal counsel or any other person of their choice. The respondent shall have the right to examine the witnesses and evidence presented against them in the hearing, to present witnesses and evidence on their own behalf, and to refuse to testify or be questioned in the proceedings without prejudice to their cause.

6. The hearing panel shall receive testimony and other evidence as it deems relevant and material to the issues appealed, and may decline to receive evidence presented by the provost or the respondent that is not material and relevant to the appeal.

7. The hearing panel will not be bound by the findings of the college investigation and sanctioning committee or the provost.

8. An electronic recording shall be kept of all proceedings at a hearing panel. The recording shall be conveyed by the chair of the faculty hearing committee to the Office of Academic Affairs.

9. At the conclusion of the proceedings, the hearing panel shall make written conclusions with respect to each substantive issue raised, including but not limited to:

   i. appropriateness of the sanction, and, if found to be inappropriate, the faculty hearing committee’s recommended sanction in accordance with the factors set forth in section (D)(5) of this rule.
   ii. conflict of interest, procedural error, or substantial new evidence.
   iii. findings of the college investigation committee.

10. The faculty hearing committee’s report, together with a recording of the proceedings, shall be transmitted to the president, provost, and respondent within sixty days of the date that the final hearing panel is convened.

(I) The president.
1. Upon receipt of the written recommendation and a record of the proceedings from a hearing panel, the president shall review the matter. The president may:
   i. Impose any sanction less than termination of employment whether or not it accords with the recommendation of the hearing panel;
   ii. Recommend to the board of trustees termination of employment for cases of serious failure to meet faculty obligations on such terms and conditions as the president may deem advisable;
   iii. Remand the case to the hearing panel for reconsideration; or
   iv. In the event that the president determines that substantial new evidence exists (evidence that was not available at the time of the initial investigation and that may reasonably have affected the finding of misconduct) or there was conflict of interest or procedural error in the previous steps of the process that resulted in material harm or prejudice to the respondent, the president shall return the case back to a previous step as appropriate.

4. The president’s decision on all sanctions less than termination of employment is final.

5. Any decision of the president shall be communicated in writing to the hearing panel, the provost, and the respondent.

6. The president shall make a decision within thirty days.

(J) Board of trustees.

1. The board of trustees, in reviewing and deciding upon a case in which termination of employment has been recommended, has the ultimate authority to take that action necessary to promote the best interest of the university and to protect the rights of the individual. In such cases, the board shall have the discretion to decide whether the respondent has an opportunity to present to it arguments in writing, or in person, or both.
3335-5-04.2 Procedures for complaints of research misconduct made against faculty members.

(A) This rule applies to complaints involving research misconduct made against faculty members. A faculty member may be disciplined up to and including termination for violations established under this rule. Research misconduct is defined in rule 3335-13-08 and the Research Misconduct policy.

(B) Preliminary assessment and inquiry.
1. Complaints alleging research misconduct must be filed with or referred to the Office of Research.
2. The Office of Research shall ensure that a preliminary assessment is performed in accordance with the Research Misconduct policy to determine whether the complaint alleges research misconduct as defined in the policy and is sufficiently credible and specific so that research misconduct may be identified.
3. If the preliminary assessment concludes that the allegations in the complaint meet the definition of research misconduct and are sufficiently credible and specific so that potential evidence of research misconduct may be identified, the Office of Research shall proceed to an inquiry review in accordance with the Research Misconduct policy to determine whether the allegations have sufficient substance to warrant an investigation.
4. If the inquiry concludes that the allegations have sufficient substance and that an investigation is warranted in accordance with the Research Misconduct policy, an investigation shall be initiated as set forth in section (C) of this rule. All other procedural steps, including but not limited to appeals, shall be performed in accordance with the Research Misconduct policy.
5. In both the preliminary assessment and inquiry steps, complainants and respondents shall be afforded procedural rights, including but not limited to the rights to review documentary evidence, submit evidence, be accompanied by an advisor, review and file a written response to reports, and make appeals, as specifically defined in the Research Misconduct policy.

(C) Investigation and sanctioning.
1. If a complaint is referred for investigation, the Office of Research shall convene an investigation and sanctioning committee consisting of a minimum of three voting members from the Research Integrity Standing Committee in accordance with the Research Misconduct policy.
2. The committee shall examine all the documentation and conduct formal interviews, when possible, of the respondent, the complainant, and others who may have information relevant to the complaint, but shall strive to maintain the confidentiality of the proceedings.
3. The respondent shall be given copies of any documentary evidence provided to the committee as part of the investigation and be given an opportunity to respond to all such documentation.
4. At the conclusion of the investigation, the committee shall prepare a preliminary report in accordance with this rule and the Research Misconduct policy. Findings and conclusions shall be based on the preponderance of the evidence standard.
The respondent shall have fourteen days to respond and to identify any alleged errors or omissions in the preliminary report.

5. In evaluating sanctions, the committee shall consider the totality of the circumstances, including aggravating and mitigating factors.
   i. Aggravating factors may include, but are not limited to:
      1. the degree to which the respondent’s conduct was flagrant, egregious, or willful;
      2. the significance and impact of the faculty member’s failure to meet academic responsibilities if relevant;
      3. the strength of the evidence presented;
      4. whether the respondent has previously been found to have engaged in misconduct;
      5. whether the respondent’s conduct caused injury or harm to another individual, university property, or the university’s reputation; and
      6. whether the respondent had received prior warnings about engaging in the conduct at issue.
   ii. Mitigating factors may include, but are not limited to:
      1. the conduct at issue did not cause injury or harm to another individual, university property, or the university’s reputation; and
      2. the respondent accepted responsibility for the misconduct.

6. The committee shall have the authority to recommend sanctions as it sees fit as long as the sanctions are commensurate with the nature of the complaint and the committee’s analysis of any aggravating and mitigating factors. Sanctions may be of a discrete or continuing nature, but sanctions of a continuing nature must specify the period of time in which they are applicable. Sanctions may include, but are not limited to the following, and may include a combination of sanctions:
   i. Verbal reprimand;
   ii. Written reprimand;
   iii. Mandatory counseling or other rehabilitation;
   iv. Reimbursement for damages to or destruction of university property, or for misuse or misappropriation of university property, services or funds;
   v. Restrictions on duties or privileges;
   vi. Restriction of access to university property or services;
   vii. Reduction of salary base;
   viii. Reduction of twelve-month appointment to nine-month appointment;
   ix. Reduction of full-time equivalent (FTE) appointment;
   x. Reduction of rank;
   xi. Revocation of tenure;
   xii. Termination of employment.

7. After receipt of any comments from the respondent, the committee shall complete its investigation and submit its final report to the Deciding Official set forth in the Research Misconduct policy in accordance with that policy. If the committee concludes that research misconduct occurred, the respondent shall have the right to submit an appeal of that decision to the Deciding Official in accordance with the Research Misconduct policy.
i. If a finding of research misconduct is confirmed following review of the report and any appeals by the Deciding Official, the case shall be referred to the respondent’s dean for further proceedings under section (D) of this rule. If no finding of research misconduct is made following such review, the case shall be dismissed.

(D) Decision by the dean.

1. After reviewing the report and recommendation of the investigation and sanctioning committee, the dean may:
   
   i. Uphold the committee’s proposed sanction;
   
   ii. Impose what would reasonably be interpreted as an equivalent or lesser sanction; or
   
   iii. Increase the sanction.

2. The dean shall make a decision in twenty-one days. The final report of the investigation and sanctioning committee and the dean’s decision shall be sent to the complainant, if any identified, and the respondent.

3. Appeals:
   
   i. The dean’s decision shall be final in all cases in which the sanction imposed is a verbal reprimand, a written reprimand, or mandatory counseling or training.
   
   ii. If the dean imposes any other sanction except for revocation of tenure or termination of employment, the respondent shall have the right to appeal in writing to the provost for review.
   
   iii. If the dean imposes a sanction that revokes tenure or terminates employment, the matter shall be automatically appealed to the provost.
   
   iv. In all appeals, whether discretionary or automatic, the respondent may identify their position on the case in writing to the provost. All such submissions and all discretionary appeals must be filed within fourteen days after notice of the dean’s decision was mailed.

(E) Review of appeals by the provost.

1. After reviewing the record of a case appealed by a respondent or referred by the dean, the provost may:

   i. Affirm the dean’s sanction;

   ii. Impose what would reasonably be interpreted as an equivalent or lesser sanction to the dean’s sanction;

   iii. Increase the sanction; or

   iv. In the event that the provost determines that substantial new evidence exists (evidence that was not available at the time of the initial investigation and that may reasonably have affected the finding of misconduct) or there was conflict of interest or procedural error in the previous steps of the process that resulted in material harm or prejudice to the respondent, the provost shall return the case back to a previous step of the process for further proceedings as appropriate.

2. The provost shall make a decision within fourteen days of receiving materials from the dean and respondent as applicable.

3. If the provost affirms the dean’s decision to terminate employment, or imposes or upholds a sanction set forth in section (C)(6)(vii) through (xii) of this rule, the
respondent may appeal to the faculty hearing committee. In all other cases, the provost’s decision shall be final.

4. An appeal by the respondent must be in writing and must be filed with the faculty hearing committee within fourteen days after notice of the provost’s decision was mailed. Appeals to the faculty hearing committee shall be limited to one or more of the following grounds:
   i. the sanction is disproportionate to the violations committed in view of the aggravating and mitigating factors;
   ii. substantial new evidence has been discovered (evidence that was not available at the time of the initial investigation and that may reasonably have affected the finding of misconduct); or
   iii. there was conflict of interest or procedural error in the previous steps of the process that resulted in material harm or prejudice to the respondent.

(F) The faculty hearing committee.

1. Within fourteen days of receipt of an appeal from a respondent the faculty hearing committee established by rule 3335-5-48.10 shall convene a hearing panel to consider the complaint and to provide a recommendation to the president regarding the appropriate action to be imposed. The respondent and the provost or designee may each make one peremptory challenge to the seating of one person on the hearing panel and one peremptory challenge to the selection of a presiding officer.

2. The parties to this hearing shall be the respondent and the provost, or designee.

3. The hearing panel may restrict the attendance of persons at the proceedings. However, the respondent and the provost shall have the right to have one observer of their choosing present at all times.

4. The provost, or designee, shall present the case to the hearing panel. In presenting the case, the provost may be advised and represented by the general counsel, or designee. The provost shall have the right to present witnesses and evidence and to examine witnesses and evidence presented by the respondent.

5. Respondents shall have the right to represent themselves or to be represented by legal counsel or any other person of their choice. The respondent shall have the right to examine the witnesses and evidence presented against them in the hearing, to present witnesses and evidence on their own behalf, and to refuse to testify or be questioned in the proceedings without prejudice to their cause.

6. The hearing panel shall receive testimony and other evidence as it deems relevant and material to the issues appealed, and may decline to receive evidence presented by the provost or the respondent that is not material and relevant to the appeal.

7. An electronic recording shall be kept of all proceedings at a hearing panel. The recording shall be conveyed by the chair of the faculty hearing committee to the Office of Academic Affairs.

8. At the conclusion of the proceedings, the hearing panel shall make separate written conclusions with respect to each substantive issue raised at the hearing.
   i. If the respondent challenges the appropriateness of the sanction, the faculty hearing committee shall set forth what their recommended sanction is in accordance with the factors set forth in section (C)(5) of this rule.
ii. If the respondent alleges conflict of interest, procedural error, or substantial new evidence, the faculty hearing committee shall set forth what their conclusions are and whether they believe that further proceedings are appropriate.

9. The faculty hearing committee’s report, together with a recording of the proceedings, shall be transmitted to the president, provost, and respondent within sixty days of the date that the final hearing panel is convened.

(G) The president.
1. Upon receipt of the written recommendation and a record of the proceedings from a hearing panel, the president shall review the matter. The president may:
   i. Impose any sanction less than termination of employment whether or not it accords with the recommendation of the hearing panel;
   ii. Recommend to the board of trustees termination of employment on such terms and conditions as the president may deem advisable;
   iii. Remand the case to the hearing panel for reconsideration; or
   iv. In the event that the president determines that substantial new evidence exists (evidence that was not available at the time of the initial investigation and that may reasonably have affected the finding of misconduct) or there was conflict of interest or procedural error in the previous steps of the process that resulted in material harm or prejudice to the respondent, the president shall return the case back to a previous step of the process for further proceedings as appropriate.

2. The president’s decision on all sanctions less than termination of employment is final.

3. Any decision of the president shall be communicated in writing to the hearing panel, the provost, and the respondent.

4. The president shall make a decision within thirty days.

(H) Board of trustees.
1. The board of trustees, in reviewing and deciding upon a case in which termination of employment has been recommended, has the ultimate authority to take that action necessary to promote the best interest of the university and to protect the rights of the individual. In such cases, the board shall have the discretion to decide whether the respondent has an opportunity to present to it arguments in writing, or in person, or both.
3335-5-04.3 Procedures for complaints of sexual misconduct, workplace violence, whistleblower retaliation, and protected class discrimination, harassment, and retaliation made against faculty members.

(A) This rule applies to complaints made against faculty members involving sexual misconduct, workplace violence, whistleblower retaliation, and protected class discrimination, harassment, and retaliation as defined in applicable university policies. A faculty member may be disciplined up to and including termination for violations established under this rule.

(B) Initial proceedings.

1. Complaints of sexual misconduct and protected class discrimination, harassment, and retaliation must be filed with or referred to the Office of Institutional Equity, and complaints of workplace violence and whistleblower retaliation separate from protected class or sexual misconduct must be filed with or referred to the Office of Human Resources.

2. The applicable office shall perform a preliminary assessment to determine whether the complaint warrants further investigation, whether an informal resolution would be appropriate, whether the matter should be referred to a different university office or process, or whether the matter should be closed and not proceed further in the process.

3. If the applicable office determines that further investigation is warranted and that an informal resolution is not appropriate at that stage in the process, it shall notify the complainant and respondent of its decision to pursue an investigation and shall assign an investigator to investigate the complaint.

(C) Investigation determinations.

1. Complaints of sexual misconduct pursuant to Title IX of the Education Amendments Act of 1972 and implementing regulations shall be investigated pursuant to the procedures set forth in the university Sexual Misconduct policy. All findings of misconduct shall be referred to the university sanctioning committee for a recommendation for sanctions only in accordance with Section (D) of this rule.

2. For all other complaints subject to this rule:

   i. The investigator shall perform the investigation in accordance with applicable university policy and shall meet with both the complainant and respondent and review any documentary evidence provided by these parties. The investigator shall have the authority to gather information relevant to the complaint, including through interviewing individuals other than the complainant and respondent as the investigator sees fit or as recommended by the complainant and respondent, but shall otherwise strive to maintain confidentiality in the proceedings.

   ii. The parties shall receive all of the rights set forth in the applicable policy, and shall further have the right to receive the policies, standards, and procedures applicable to the investigation.

   iii. The parties shall be given the ability to review copies of any documentary evidence that is provided to the investigator as part of the investigation and is relevant to the substance of the complaint. Parties shall have the
ability to respond to all such documents during the investigation, and the ability to suggest witnesses who may be contacted as part of the investigation within the investigator’s discretion.

iv. When fact gathering is complete, the investigator shall prepare a written investigative summary (preliminary report) that identifies the relevant and material facts in the case. The investigator shall provide that document to both the complainant and respondent for review. Each party shall have fourteen days to respond and to identify any alleged errors or omissions in the investigative summary.

v. Following review of any comments by the parties, the investigator shall thereafter make any modifications to the report that the investigator deems appropriate and issue a final report that will include the summary of the facts gathered, analysis of the allegations, and findings as to whether the applicable policy was violated under the preponderance of the evidence standard. If a violation is found, this report shall be provided to the university sanctioning committee to determine the appropriate sanction. If no violation is found, the complaint shall be dismissed.

(D) The university sanctioning committee.

1. The university sanctioning committee is responsible for determining what sanction to recommend for a policy violation.
   i. The university sanctioning committee shall consist of fifteen tenured members of the faculty selected by the executive committee of faculty council from at least eight different Colleges and regional campuses. Each member of the university sanctioning committee must receive required training before serving on the panel. Each selected person shall serve a three-year term followed by a one-year term as an alternate member. A chair shall be elected from the membership in the spring for a one-year term, starting during the subsequent summer session.
   ii. The chair shall select three members of the committee to sit on each sanctioning panel. Panelists may not be drawn from the complainant’s or respondent’s tenure initiating unit, as may be applicable. Alternates may be assigned to university sanctioning panels at the chair’s discretion.

2. Upon receipt of the investigation report, the committee shall meet with the investigator to discuss the investigation and findings, and may request clarification on any aspect of the investigation process. The committee shall also offer both the complainant and the respondent the opportunity to meet with the committee to present their views as to an appropriate sanction.

3. In evaluating sanctions, the investigation and sanctioning committee shall consider the totality of the circumstances, including aggravating and mitigating factors.
   i. Aggravating factors may include, but are not limited to:
      a. the degree to which the respondent’s conduct was flagrant, egregious, or willful;
      b. the strength of the evidence presented;
      c. whether the respondent has previously been found to have engaged in misconduct;
d. whether the respondent’s conduct caused injury or harm to another individual, university property, or the university’s reputation; and

e. whether the respondent had received prior warnings about engaging in the conduct at issue.

ii. Mitigating factors may include, but are not limited to:

a. the conduct at issue did not cause injury or harm to another individual, university property, or the university’s reputation; and

b. the respondent accepted responsibility for the misconduct.

4. The committee shall have the authority to recommend sanctions as it sees fit as long as the sanctions are commensurate with the nature of the complaint and the committee’s analysis of any aggravating and mitigating factors. Sanctions may be of a discrete or continuing nature, but sanctions of a continuing nature must specify the period of time in which they are applicable. Sanctions may include, but are not limited to the following, and may further include a combination of sanctions:

i. Verbal reprimand;

ii. Written reprimand;

iii. Mandatory counseling or other rehabilitation;

iv. Reimbursement for damages to or destruction of university property, or for misuse or misappropriation of university property, services or funds;

v. Restrictions on duties or privileges;

vi. Restriction of access to university property or services;

vii. Reduction of salary base;

viii. Reduction of twelve-month appointment to nine-month appointment;

ix. Reduction of full-time equivalent (FTE) appointment;

x. Reduction of rank;

xi. Revocation of tenure;

xii. Termination of employment.

5. For sexual misconduct complaints under Title IX, the committee shall reach its sanction decision within thirty days. This sanction decision shall be incorporated into the findings in accordance with the university Sexual Misconduct policy, and a written determination containing the combined findings and recommended sanction shall be issued. The complainant and respondent shall have equal rights to appeal the written determination to the provost for review in accordance with Section (F) of this rule and shall not be reviewed by the respondent’s dean under Section (E) of this rule. All appeals must be in writing and be filed within fourteen days after the written determination is issued. The appeal shall be on the grounds for appeal permitted by the Sexual Misconduct policy and in accordance with the procedures provided by that policy.

6. For all other complaints under this rule, the committee shall complete its review and submit its report to the respondent’s dean within thirty days.

(E) Decision by the dean.

1. For all complaints under this rule except sexual misconduct complaints under Title IX, the dean may, after reviewing the report and recommendation of the university sanctioning committee:
i. Uphold the committee’s proposed sanction;
ii. Impose what would reasonably be interpreted as an equivalent or lesser sanction; or
iii. Increase the sanction.

2. The dean shall make a decision in twenty-one days. The final report of the university sanctioning committee and the dean’s decision will be sent to the complainant and the respondent.

3. Appeals:
   i. The dean’s decision shall be final in all cases in which the sanction imposed is a verbal reprimand, a written reprimand, or mandatory counseling or training.
   ii. If the dean imposes any other sanction except for revocation of tenure or termination of employment, the respondent shall have the right to appeal in writing to the provost for review.
   iii. If the dean imposes a sanction that revokes tenure or terminates employment, the matter shall be automatically appealed to the provost.
   iv. In all appeals, whether discretionary or automatic, the respondent may identify their position on the case in writing to the provost. All such submissions and all discretionary appeals must be filed within fourteen days after notice of the dean’s decision was mailed.

(F) Review of appeals by the provost.
1. After reviewing the record of a case upon appeal or upon referral by the dean, the provost may:
   i. Affirm the dean’s sanction or the sanction imposed by the university sanctioning committee for sexual misconduct complaints under Title IX;
   ii. Impose what would reasonably be interpreted as an equivalent or lesser sanction to the sanction;
   iii. Increase the sanction; or
   iv. In the event that the provost determines that substantial new evidence exists (evidence that was not available at the time of the initial investigation and that may reasonably have affected the finding of misconduct) or there was conflict of interest or procedural error in the previous steps of the process that resulted in material harm or prejudice to the respondent, the provost shall return the case back to a previous step of the process for further proceedings as appropriate.

2. The provost shall make a decision within fourteen days of receiving materials from the dean, respondent or complainant as applicable. Complainant and respondent shall each have the right to respond to a filing by the other party.

3. For complaints of sexual misconduct under Title IX, the provost’s decision shall be final.

4. For all other complaint subject to this rule:
   a. If the provost affirms the dean’s decision to terminate employment, or imposes or upholds a sanction set forth in section (D)(4)(vii) through (xii) of this rule, the respondent may appeal to the faculty hearing committee. In all other cases, the provost’s decision shall be final.
5. An appeal by the respondent must be in writing and must be filed with the faculty hearing committee within fourteen days after notice of the provost’s decision was mailed. Appeals to the faculty hearing committee shall be limited to one or more of the following grounds:
   i. the sanction is disproportionate to the violations committed in view of the aggravating and mitigating factors;
   ii. substantial new evidence has been discovered (evidence that was not available at the time of the initial investigation and that may reasonably have affected the finding of misconduct); or
   iii. there was conflict of interest or procedural error in the previous steps of the process that resulted in material harm or prejudice to the respondent.

(G) The faculty hearing committee.
1. Within fourteen days of receipt of an appeal from a respondent the faculty hearing committee established by rule 3335-5-48.10 shall convene a hearing panel to consider the complaint and to provide a recommendation to the president regarding the appropriate action to be imposed. The respondent and the provost or designee may each make one peremptory challenge to the seating of one person on the hearing panel and one peremptory challenge to the selection of a presiding officer.
2. The parties to this hearing shall be the respondent and the provost, or designee.
3. The hearing panel may restrict the attendance of persons at the proceedings. However, the respondent and the provost shall have the right to have one observer of their choosing present at all times.
4. The provost, or designee, shall present the case to the hearing panel. In presenting the case, the provost may be advised and represented by the general counsel, or designee. The provost shall have the right to present witnesses and evidence and to examine witnesses and evidence presented by the respondent.
5. Respondents shall have the right to represent themselves or to be represented by legal counsel or any other person of their choice. The respondent shall have the right to examine the witnesses and evidence presented against them in the hearing, to present witnesses and evidence on their own behalf, and to refuse to testify or be questioned in the proceedings without prejudice to their cause.
6. The hearing panel shall receive testimony and other evidence as it deems relevant and material to the issues appealed, and may decline to receive evidence presented by the provost or the respondent that is not material and relevant to the appeal. However, in all proceedings, the hearing panel shall afford complainants equal rights to participate in any proceeding and the ability to present a response to the respondent’s claims as applicable.
7. An electronic recording shall be kept of all proceedings at a hearing panel. The recording shall be conveyed by the chair of the faculty hearing committee to the Office of Academic Affairs.
8. At the conclusion of the proceedings, the hearing panel shall make separate written conclusions with respect to each substantive issue raised at the hearing.
   i. If the respondent challenges the appropriateness of the sanction, the faculty hearing committee shall set forth what their recommended sanction is in accordance with the factors set forth in section (D)(3) of this rule.
ii. If the respondent alleges conflict of interest, procedural error, or substantial new evidence, the faculty hearing committee shall set forth what their conclusions are and whether they believe that further proceedings are appropriate.

9. The faculty hearing committee’s report, together with a recording of the proceedings, shall be transmitted to the president, provost, and respondent within sixty days of the date that the final hearing panel is convened.

(H) The president.

1. Upon receipt of the written recommendation and a record of the proceedings from a hearing panel, the president shall review the matter. The president may:
   i. Impose any sanction less than termination of employment whether or not it accords with the recommendation of the hearing panel;
   ii. Recommend to the board of trustees termination of employment on such terms and conditions as the president may deem advisable;
   iii. Remand the case to the hearing panel for reconsideration; or
   iv. In the event that the president determines that substantial new evidence exists (evidence that was not available at the time of the initial investigation and that may reasonably have affected the finding of misconduct) or there was conflict of interest or procedural error in the previous steps of the process that resulted in material harm or prejudice to the respondent, the president shall return the case back to a previous step of the process for further proceedings as appropriate.

2. The president’s decision on all sanctions less than termination of employment is final.

3. Any decision of the president shall be communicated in writing to the hearing panel, the provost, and the respondent.

4. The president shall make a decision within thirty days.

(I) Board of trustees.

1. The board of trustees, in reviewing and deciding upon a case in which termination of employment has been recommended, has the ultimate authority to take that action necessary to promote the best interest of the university and to protect the rights of the individual. In such cases, the board shall have the discretion to decide whether the respondent has an opportunity to present to it arguments in writing, or in person, or both.
3335-5-04.4 Procedures for complaints of misconduct and other violations of applicable law, university policies or rules, or governance documents made against faculty members.

(A) This rule applies to complaints made against faculty members involving misconduct and other violations of applicable law, university policies or rules, or unit governance documents that do not otherwise fall under rules 3335-5-04.1, 3335-5-04.2, or 3335-5-04.3. A faculty member may be disciplined for violations established under this rule, up to and including termination for violations constituting grave misconduct or non-trivial financial fraud. For the purposes of this rule:

1. “Grave misconduct” is defined as flagrant, egregious, and willful misbehavior in violation of the law or established university rules or policies.

2. “Nontrivial financial fraud” is defined as a deliberate act or deliberate failure to act that is contrary to law, rule, or policy so as to obtain unauthorized financial benefit from the university for oneself, one’s family, or one’s business associates. Nontrivial financial fraud includes, but is not limited to, misappropriation of university funds or property, authorizing or receiving compensation or reimbursement for goods not received or services not performed or hours not worked, or unauthorized alteration of financial records.

(B) Initial proceedings.

1. A complaint may be filed by any student or university employee, including employees from administrative offices who are filing complaints arising out of investigations by those offices. Complaints may be filed with a chair, dean, associate dean, provost, vice provost for academic policy and faculty resources (hereinafter “vice provost”), or the president. All complaints must be referred to the vice provost for initial review in accordance with this rule.

2. The complaint shall be set forth in writing and shall state facts to support an allegation that a faculty member has engaged in misconduct or has otherwise violated applicable law, university policies or rules, or unit governance documents.

i. The vice provost shall review every complaint to determine whether the complaint presents an actionable violation and that the complaint is not clearly retaliatory or abusive in nature. If the vice provost is named as a respondent, the provost shall identify a designee. If the vice provost determines that a complaint either does not allege a violation that can be addressed under this rule or was filed for clearly retaliatory or abusive purposes, the vice provost must consult with the complainant within seven days of filing to clarify the nature of the complaint. The vice provost may dismiss such a complaint within seven days of consulting with the complainant if it cannot be addressed under this rule or is clearly retaliatory or abusive in nature. This determination does not prohibit referral of a complaint filed under this rule to another applicable university process.

1. The complainant may appeal this dismissal in writing to the provost within seven days of this decision. Upon receiving such an appeal, the provost may either reinstate the complaint or dismiss it, and that decision is final. The provost must issue a decision within fourteen days of receiving such an appeal.
ii. If the vice provost determines that the complaint should proceed or if the complaint is reinstated by the provost, the vice provost shall furnish a copy of the complaint to the respondent and shall refer it to the respondent’s department chair for a probable cause review in accordance with section (C) of this rule.

1. If the faculty member’s department chair is the complainant or respondent, the complaint shall be referred to the faculty member’s dean for the initial probable cause review.

2. For the purposes of this provision, the term “department chair” includes school directors, deans of colleges without departments, and regional campus deans and directors.

3. Only allegations stated in the complaint shall be considered at the various stages of deliberation. However, additional facts relevant to the allegations set forth in the complaint may be presented throughout the process.

(C) Probable cause review.

1. The department chair shall review the allegations in the complaint and discuss the matter with the complainant and the respondent to determine whether there is probable cause to believe that the allegations are true.

2. If the department chair determines that there is not probable cause to believe that the allegations are true, the chair shall dismiss the complaint.

i. If the complaint is dismissed, the complainant may appeal the dismissal to the dean. The appeal must be in writing and filed with the dean within twenty-one days after the notice of the chair’s decision was mailed. Upon receiving such an appeal, the dean may either reinstate the complaint and refer it to the college investigation and sanctioning committee or dismiss it, and such a dismissal is final. The dean must issue a decision within thirty days after receiving such an appeal.

3. If the department chair determines that there is probable cause to believe that the allegations are true, the department chair shall refer the matter to the college investigation and sanctioning committee unless the department chair completes an informal resolution in accordance with rule 3335-5-04(E).

4. The department chair shall complete this process within fourteen days.

(D) College investigation and sanctioning committee.

1. Each college shall appoint a college investigation and sanctioning committee, which shall fulfill the responsibilities set forth in this section. The committee shall be all tenured faculty or a majority of tenured faculty if including clinical/teaching/practice faculty who are non-probationary associate professors or professors. A college may include faculty members from other colleges on its committee.

2. Upon receipt of a referral of a complaint from the department chair, the committee shall meet with the complainant and the respondent and shall review any documentary evidence provided by these parties. The respondent shall be given copies of any documentary evidence provided to the committee as part of the investigation and be given an opportunity to respond to all such documentation. The committee shall have the authority to gather information relevant to the complaint, including through seeking to interview individuals other
than the complainant and respondent as the committee sees fit or as recommended by the complainant and respondent. The committee shall strive to maintain confidentiality in the proceedings.

3. At the conclusion of the investigation, the committee shall prepare a preliminary report that identifies the proposed findings of fact, a conclusion as to whether a violation occurred under the preponderance of the evidence standard, and if so whether the conduct rose to the level of grave misconduct or non-trivial financial fraud as defined in rule 3335-5-04.1(A)(1)(i)–(iii). The committee shall provide that document to both the complainant and respondent for review. Each party shall have seven days to respond and to identify any alleged errors or omissions in the findings.

4. Following review of any comments by the parties, the committee shall thereafter make any modifications to the report that it deems appropriate and issue a final report. If the committee concludes that a violation occurred, the committee shall include its proposed sanction in the final report.

5. In evaluating sanctions, the committee shall consider the totality of the circumstances, including aggravating and mitigating factors.
   i. Aggravating factors may include, but are not limited to:
      a. the degree to which the respondent’s conduct was flagrant, egregious, or willful if grave misconduct is found;
      b. the significance and impact of the faculty member’s failure to meet academic responsibilities if serious failure to meet faculty obligations is found;
      c. the degree and impact of the fraud if non-trivial financial fraud is found;
      d. the strength of the evidence presented;
      e. whether the respondent has previously been found to have engaged in misconduct;
      f. whether the respondent’s conduct caused injury or harm to another individual, university property, or the university’s reputation; and
      g. whether the respondent had received prior warnings about engaging in the conduct at issue.
   iii. Mitigating factors may include, but are not limited to:
      a. the conduct at issue did not cause injury or harm to another individual, university property, or the university’s reputation; and
      b. the respondent accepted responsibility for the misconduct.

6. The committee shall have the authority to recommend sanctions as it sees fit as long as the sanctions are commensurate with the nature of the complaint and the committee’s analysis of any aggravating and mitigating factors. Sanctions may be of a discrete or continuing nature, but sanctions of a continuing nature must specify the period of time in which they are applicable. Sanctions may include, but are not limited to the following, and may further include a combination of sanctions:
   i. Verbal reprimand;
   ii. Written reprimand;
   iii. Mandatory counseling or other rehabilitation;
iv. Reimbursement for damages to or destruction of university property, or for misuse or misappropriation of university property, services or funds;
v. Restrictions on duties or privileges;
vi. Restriction of access to university property or services;
vii. Reduction of salary base;
viii. Reduction of twelve-month appointment to nine-month appointment;
ix. Reduction of full-time equivalent (FTE) appointment;
x. Reduction of rank;
xii. Revocation of tenure;
xiii. Termination of employment in cases of grave misconduct or non-trivial financial fraud.

7. The committee shall complete its investigation and submit its report to the respondent’s dean within forty-five days.

(E) Decision by the dean.
1. After reviewing the report and recommendation of the college investigation and sanctioning committee, the dean may:
i. Dismiss the complaint if the committee did not find a violation;
ii. Impose the committee’s proposed sanction;
iii. Impose what would reasonably be interpreted as an equivalent or lesser sanction; or
iv. Increase the sanction if the committee determined that the respondent engaged in grave misconduct or non-trivial financial fraud.

2. The dean shall make a decision in twenty-one days. The final report of the college investigation and sanctioning committee and the dean’s decision shall be sent to the complainant and the respondent.

3. Appeals:
i. The dean’s decision shall be final in all cases in which the sanction imposed is a verbal reprimand, a written reprimand, or mandatory counseling or training. A respondent may place a response to this sanction in their primary personnel file.
ii. If the dean imposes any other sanction except for revocation of tenure or termination of employment, the respondent shall have the right to appeal in writing to the provost.
iii. If the dean imposes a sanction that revokes tenure or terminates employment, or if the case involves a finding by the committee of grave misconduct or non-trivial financial fraud, regardless of the sanction, the matter shall be automatically appealed to the provost.
iv. In all appeals, whether discretionary or automatic, the respondent may identify their position on the case in writing to the provost. All such submissions and all discretionary appeals must be filed within fourteen days after notice of the dean’s decision was mailed.

(F) Review of appeals by the provost.
1. After reviewing the record of a case appealed by a respondent or referred by the dean, the provost may:
i. Affirm the dean’s sanction;
ii. Impose what would reasonably be interpreted as an equivalent or lesser sanction to the dean’s sanction;

iii. In the case of grave misconduct or non-trivial financial fraud increase the sanction; or

iv. In the event that the provost determines that substantial new evidence exists (evidence that was not available at the time of the initial investigation and that may reasonably have affected the finding of misconduct) or there was conflict of interest or procedural error in the previous steps of the process that resulted in material harm or prejudice to the respondent, the provost shall return the case back to a previous step of the process for further proceedings as appropriate.

2. The provost shall make a decision within fourteen days of receiving materials from the dean and respondent as applicable.

3. If the provost affirms the dean’s decision to terminate employment, or imposes or upholds a sanction set forth in section (D)(6)(vii) through (xii) of this rule, the respondent may appeal to the faculty hearing committee. In all other cases, the provost’s decision shall be final.

4. An appeal by the respondent must be in writing and must be filed with the faculty hearing committee within fourteen days after notice of the provost’s decision was mailed.

(G) The faculty hearing committee.

1. Within fourteen days of receipt of an appeal from a respondent, the faculty hearing committee established by rule 3335-5-48.10 shall convene a hearing panel to consider the appeal and to provide a recommendation to the president regarding the appropriate action. The respondent and the provost or designee may each make one peremptory challenge to the seating of one person on the hearing panel and one peremptory challenge to the selection of a presiding officer.

2. The parties to this hearing shall be the respondent and the provost, or designee.

3. The hearing panel may restrict the attendance of persons at the proceedings. However, the respondent and the provost shall have the right to have one observer of their choosing present at all times.

4. The provost, or designee, shall present the case to the hearing panel. In presenting the case, the provost may be advised and represented by the general counsel, or designee. The provost shall have the right to present witnesses and evidence and to examine witnesses and evidence presented by the respondent.

5. Respondents shall have the right to represent themselves or to be represented by legal counsel or any other person of their choice. The respondent shall have the right to examine the witnesses and evidence presented against them in the hearing, to present witnesses and evidence on their own behalf, and to refuse to testify or be questioned in the proceedings without prejudice to their cause.

6. The hearing panel shall receive testimony and other evidence as it deems relevant and material to the issues appealed, and may decline to receive evidence presented by the provost or the respondent that is not material and relevant to the appeal.

7. The hearing panel will not be bound by the findings of the college investigation and sanctioning committee or the provost.
8. An electronic recording shall be kept of all proceedings at a hearing panel. The recording shall be conveyed by the chair of the faculty hearing committee to the Office of Academic Affairs.

9. At the conclusion of the proceedings, the hearing panel shall make written conclusions with respect to each substantive issue raised, including but not limited to:
   i. appropriateness of the sanction, and, if found to be inappropriate, the faculty hearing committee’s recommended sanction in accordance with the factors set forth in section (D)(5) of this rule.
   ii. conflict of interest, procedural error, or substantial new evidence.
   iii. findings of the college investigation committee.

10. The faculty hearing committee’s report, together with a recording of the proceedings, shall be transmitted to the president, provost, and respondent within sixty days of the date that the final hearing panel is convened.

(H) The president.

1. Upon receipt of the written recommendation and a record of the proceedings from a hearing panel, the president shall review the matter. The president may:
   i. Impose any sanction less than termination of employment whether or not it accords with the recommendation of the hearing panel;
   ii. Recommend to the board of trustees termination of employment for cases of grave misconduct or non-trivial financial fraud on such terms and conditions as the president may deem advisable;
   iii. Remand the case to the hearing panel for reconsideration; or
   iv. In the event that the president determines that substantial new evidence exists (evidence that was not available at the time of the initial investigation and that may reasonably have affected the finding of misconduct) or there was conflict of interest or procedural error in the previous steps of the process that resulted in material harm or prejudice to the respondent, the president shall return the case back to a previous step of the process.

2. The president’s decision on all sanctions less than termination of employment is final.

3. Any decision of the president shall be communicated in writing to the hearing panel, the provost, and the respondent.

4. The president shall make a decision within thirty days.

(I) Board of trustees.

1. The board of trustees, in reviewing and deciding upon a case in which termination of employment has been recommended, has the ultimate authority to take that action necessary to promote the best interest of the university and to protect the rights of the individual. In such cases, the board shall have the discretion to decide whether the respondent has an opportunity to present to it arguments in writing, or in person, or both.
3335-5-04 Hearing procedures for complaints against faculty members.

(A) Definitions and construction.

(1) This rule shall apply to all formal complaints of misconduct against faculty members as defined in Chapter 3335-5 of the Administrative Code. Complaints may be filed under this rule against administrators who hold faculty appointments.

(2) As appropriate, department chairs, deans, or the executive vice president and provost (hereinafter "provost") will attempt, through the use of informal consultation, to resolve complaints to their satisfaction and that of the complainant, and the faculty member against whom the complaint is made (hereinafter "respondent").

(3) Gross incompetence is defined as conduct that reflects gross indifference or consistent failure to satisfactorily perform faculty obligations. Allegations of gross incompetence shall be judged on the basis of a faculty member’s serious failure to meet his or her obligations as a faculty member.

(4) Grave misconduct is defined as flagrant, egregious, and willful misbehavior in violation of the law or established university rules or policies. Allegations of grave misconduct shall be judged on the basis of acts or omissions which seriously impair the effectiveness of a faculty member to meet his or her obligations as a faculty member.

(5) Nontrivial financial fraud is defined as a deliberate act or deliberate failure to act that is contrary to law, rule or policy so as to obtain unauthorized financial benefit from the university for oneself, one’s family or one’s business associates. Nontrivial financial fraud includes, but is not limited to, misappropriation of university funds or property, authorizing or receiving compensation or reimbursement for goods not received or services not performed or hours not worked, or unauthorized alteration of financial records.

(6) Research misconduct is defined as fabrication, falsification or plagiarism in proposing, performing, or reviewing research, or in reporting research results. A finding of research misconduct requires: a) that there be a significant departure from accepted practices of the relevant research community; and b) the misconduct be committed willfully, knowingly, or recklessly. Research misconduct does not include honest error or differences of opinion.

(7) Department chairs, deans, or the provost shall not act in their administrative capacities in the consideration of any complaint naming them as respondent. If a complaint names a department chair or a dean as respondent, the provost shall appoint an equivalent rank administrator from another department or college to perform the responsibilities of the named official under this rule. If a complaint names the provost as respondent, the chair of the steering committee of the university senate shall perform the responsibilities of this official under this rule.

(8) All records of proceedings under this rule shall be maintained in the office of academic affairs. Such records shall remain confidential to the extent permitted by law.

(9) At the time of their initial appointment and when they receive their annual review, faculty members shall be given notice of their right to review their personnel file maintained by their tenure initiating unit (hereinafter "primary personnel file"). A member of the faculty may place
in his or her primary personnel file a response to any evaluation, comment or other material contained in the file.

(10) Documents related to the performance of a faculty member which are received by his or her tenure initiating unit prior to the filing of a complaint may not be introduced in proceedings under this rule unless they have been placed in the faculty member’s primary personnel file, and the faculty member has been so informed, or copies have otherwise been provided to the faculty member.

(11) The designation "department chair" in this rule includes division chair, school director, deans of colleges without departments, and regional campus deans and directors.

(12) The term "day" as used in this rule means "calendar day." If the last day of a designated time period falls on a weekend or a day on which the university is closed, the time period shall expire at the close of business on the next succeeding business day.

(13) If at any time the provost determines that a faculty member poses a clear and present danger to persons or property, the provost may temporarily and immediately reassign the faculty member or, in the event of allegations of nontrivial financial fraud, suspend the faculty member with pay pending completion of investigation of a complaint under this rule. The provost shall be responsible for assuring that a complaint is filed promptly.

(14) Respondents shall be given written notice of decisions required by this rule. Any notice shall be sent by certified mail, and a copy shall be sent by regular mail. The time period for any action to be taken after delivery of the notice shall begin to run on the date on which the notice is mailed.

(15) Complainants shall be given written notice of decisions of the department chair and the dean, and the final disposition of the case. Any notice shall be sent by certified mail, and a copy shall be sent by regular mail.

(16) Complaints of sexual misconduct pursuant to Title IX of the Education Amendments Act of 1972 and implementing regulations that are made against faculty members shall not be subject to the procedures set forth in Sections (B) through (D) of this rule, nor shall they be investigated by a college investigation committee under Section (E). Instead, such complaints shall be investigated pursuant to the procedures set forth in the university Sexual Misconduct policy, and findings shall be made at the preponderance of the evidence standard. All findings of misconduct shall be referred to the applicable college investigation committee for a recommendation for sanctions only in accordance with Section (E)(3)-(4). The sanction recommendation shall be incorporated into the findings in accordance with the university Sexual Misconduct policy, and a written determination containing the combined findings and recommended sanction shall be issued. Complainant and respondent shall have equal rights to appeal the written determination to the executive vice president and provost in accordance with Section (G) of this rule. The appeal shall be on the grounds for appeal permitted by the Sexual Misconduct policy and in accordance with the procedures provided by that policy. No other appeals shall be permitted.

(B) Initial proceedings.

(1) A complaint may be filed by any student or university employee.

(2) The complaint shall be set forth in writing. A copy shall be furnished to the respondent by the administrator with whom the complaint is filed.
A complaint shall state facts to support an allegation that a faculty member has failed to meet his or her obligations as a faculty member, has committed acts or omissions which otherwise impair his or her effectiveness in meeting these obligations, has engaged in grave misconduct, research misconduct, has committed nontrivial financial fraud, or has otherwise violated university rules.

Only allegations stated in the complaint shall be considered at the various stages of deliberation.

A complaint may be filed with a department chair, a dean, the provost or the president. If a complaint is filed with the dean, provost, or president, it shall be immediately referred to the appropriate department chair for initial review. A complaint against a faculty member in a college without departments shall be referred directly to the dean of the college. If a complaint is filed against a regional campus faculty member, the regional campus dean shall serve jointly with the department chair in the initial review. The regional campus dean and the department chair must agree that there is probable cause for the case to go forward.

Review by the department chair.

The department chair shall review the allegations in the complaint and discuss the matter with the complainant and with the respondent.

If the chair determines that there is probable cause to believe that the allegations are true and that it is not appropriate to reach an informal resolution, the chair shall refer the matter to the dean.

If the chair determines that there is not probable cause to believe that the allegations are true, the chair shall dismiss the complaint. In this event, the complainant may appeal the dismissal to the dean. The appeal must be in writing and must be filed with the dean within twenty-one days after the notice of the chair’s decision was mailed. In the event of an allegation of grave misconduct, research misconduct, or nontrivial financial fraud, the chair shall refer the matter to the dean.

The chair shall make every effort to complete the review in fourteen days.

Review by the dean.

Upon receipt of an appeal or a referral of a complaint from a department chair, the dean shall review the allegations in the complaint and discuss the matter with the complainant and the respondent.

If the dean determines that there is probable cause to believe that the allegations are true and that it is not appropriate to reach an informal resolution, the dean shall refer the matter to the college investigation committee.

If the dean determines that there is not probable cause to believe that the allegations are true, the dean shall dismiss the complaint. The proceedings shall terminate at this point except in cases involving faculty members in colleges without departments or in the event of an allegation of grave misconduct, research misconduct, or nontrivial financial fraud. In the case of colleges without departments, the complainant may appeal a dismissal by the dean to the college investigation committee. The appeal must be in writing and must be filed with the dean within twenty-one days after the dean’s decision was mailed to the complainant. Upon receipt of an appeal the dean shall immediately forward the appeal to the college investigation committee, which shall proceed in accordance with paragraph (E) of this rule. In the case of an allegation of grave misconduct, research misconduct, or nontrivial financial fraud, the matter shall be forwarded to the college investigation committee.
(4) The dean shall make every effort to complete the review in fourteen days.

(E) The college investigation committee.

(1) Each college shall establish a procedure for the creation of a standing college investigation committee, which shall consist of tenured faculty members. A college may include on its college investigation committee tenured faculty members from other colleges.

(2) Upon receipt of a referral of a complaint from the dean, the college investigation committee shall meet with the complainant and the respondent and shall review any documentary evidence provided by these parties. The respondent shall be given copies of any documentary evidence provided to the committee by the complainant. The committee may also obtain relevant information from other persons, but shall protect the confidentiality of the proceedings. At the conclusion of its investigation, the committee shall deliver to the dean its findings, a recommendation concerning the merits of the complaint and, if the complaint is judged to have merit, a proposed sanction. Findings of the committee shall be based on clear and convincing evidence.

(3) Any proposed sanctions shall be commensurate with the nature of the complaint. Sanctions of a continuing nature must include time limitations and an annual review. Sanctions include but are not limited to:

   (a) Verbal reprimand;
   (b) Written reprimand;
   (c) Mandatory counseling or other rehabilitation;
   (d) Reimbursement for damages to or destruction of university property, or for misuse or misappropriation of university property, services or funds;
   (e) Reassignment of duties or other restrictions on duties or privileges;
   (f) Restriction of access to university property or services, the abuse of which led to the complaint;
   (g) Reduction of salary base not to exceed thirty-three percent for one-year;
   (h) Reduction of twelve-month appointment to nine-month appointment;
   (i) Combination of above sanctions;
   (j) Dismissal of non-tenured faculty; and
   (k) Dismissal of tenured faculty.

(4) The committee may recommend termination of employment of tenured faculty members only in demonstrated cases of gross incompetence, grave misconduct, research misconduct, or nontrivial financial fraud.

(5) The committee shall make every effort to complete its investigation and submit its report within forty-five days.

(F) Decision by the dean.
(1) After reviewing the report and recommendation of the college investigation committee, the dean may:

(a) Dismiss the complaint;

(b) Uphold the committee's recommendation and proposed sanction;

(c) Uphold the committee's recommendation with what would reasonably be interpreted as an equivalent or lesser sanction.

(2) If the college investigation committee has recommended a sanction other than termination of employment, the dean may not increase the sanction to termination of employment except in the case of grave misconduct, research misconduct, or nontrivial financial fraud.

(3) The dean shall make a decision in thirty days.

(4) Except in the case of grave misconduct, research misconduct, or nontrivial financial fraud, if the dean dismisses the complaint, the proceedings shall be terminated and the matter closed. The dean shall refer all cases of grave misconduct, research misconduct, and nontrivial financial fraud, to the provost.

(5) The respondent may appeal any decision or sanction to the provost.

(6) An appeal by the respondent must be in writing and must be filed with the provost within twenty-one days after notice of the dean's decision was mailed.

(G) Review of appeals by the executive vice president and provost.

(1) After reviewing the record of a case appealed by a respondent or referred by the dean, the executive vice president and provost may:

(a) Dismiss the complaint;

(b) Uphold the dean's decision and proposed sanction;

(c) Uphold the dean's decision with what would reasonably be interpreted as an equivalent or lesser sanction.

(d) In the case of grave misconduct, research misconduct, or nontrivial financial fraud, increase the sanction.

(e) In the case of grave misconduct, research misconduct, or nontrivial financial fraud, reverse the dean's decision and impose a sanction.

(2) The executive vice president and provost shall make every effort to reach a decision within fourteen days.

(3) If the executive vice president and provost upholds the dean's decision and proposed termination of employment, or if the executive vice president and provost modifies a sanction that is less than termination, the respondent may appeal to the faculty hearing committee. In all other cases, the executive vice president and provost's decision shall be final.

(4) An appeal by the respondent must be in writing and must be filed with the faculty hearing committee within twenty-one days after notice of the executive vice president and provost's decision was mailed.

(H) The faculty hearing committee.
(1) Within thirty days of receipt of an appeal from a respondent the faculty hearing committee which is established by rule 3335-5-48.10 of the Administrative Code, shall convene a hearing panel to consider the complaint. The respondent and the provost or designee may each make one peremptory challenge to the seating of one person on the hearing panel and one peremptory challenge to the selection of a presiding officer.

(2) The hearing panel may restrict the attendance of persons at the proceedings. However, the respondent and the provost shall have the right to have one observer of their choosing present at all times.

(3) Respondents shall have the right to be represented by legal counsel or any other person of their choice, to examine the witnesses and evidence against them, to present witnesses and evidence on their own behalf, and to refuse to testify or be questioned in the proceedings without prejudice to their cause.

(4) The provost, or designee, shall present the case to the hearing panel. In presenting the case, the provost may be advised by the general counsel.

(5) The hearing panel shall receive testimony and other evidence as it deems to be material and relevant to the issues before it.

(6) An electronic recording shall be kept of all proceedings at a hearing panel. The recording shall be conveyed by the chair of the faculty hearing committee to the office of the executive vice president and provost.

(7) At the conclusion of the proceedings, the hearing panel shall make separate written findings of fact with respect to each substantive issue raised at the hearing and a recommendation as to a sanction, if any, to be imposed. Such findings of fact and recommendation, together with a recording of the proceedings, shall be transmitted to the president of the university and to the respondent. Findings of the hearing panel shall be based on clear and convincing evidence.

(8) The hearing panel will not be bound by the findings of the college investigation committee or the executive vice president and provost.

(9) The hearing panel may recommend termination of employment of tenured faculty members only in demonstrated cases of gross incompetence, grave misconduct, research misconduct, or nontrivial financial fraud.

(10) The hearing panel shall make every effort to conclude the proceedings within sixty days.

(I) The president.

(1) Upon receipt of the written findings of fact and recommendation and a record of the proceedings from a hearing panel, the president shall review the matter. The president may:

(a) Dismiss the complaint;

(b) Impose any sanction less than termination of employment whether or not it accords with the recommendation of the hearing panel;

(c) Recommend to the board of trustees termination of employment on such terms and conditions as the president may deem advisable;

(d) Remand the case to the hearing panel for reconsideration.
Any decision of the president shall be communicated in writing to the hearing panel and to the respondent.

Board of trustees.

The board of trustees, in reviewing and deciding upon a case in which termination of employment has been recommended, has the ultimate authority to take that action necessary to promote the best interest of the university and to protect the rights of the individual. In such cases, the board shall give the respondent an opportunity to present to it arguments in writing, or in person, or both.

Appendix LII

The Ohio State University Board of Trustees
Academic Affairs & Student Life Committee
February 24, 2021

Topic:
Revision to the *Rules of the University Faculty*: “PE” Emergency Pass Grade system

Context:
The University Senate has recommended revisions to the *Rules of the University Faculty* to add the “PE” Emergency Pass Grade system to section 3335-8-21(L) MARKS of the *Rules of the University Faculty*.

- The rule change will create a mechanism in the faculty rules to alter the traditional A-E system during exceptional circumstances, which are defined as widespread circumstances outside the control of students and instructors that may adversely affect academic performance.
- The creation of the Emergency Pass Grade is designed to offer students greater flexibility and support for their overall well-being during exceptional circumstances while bringing a new level of standardization to grading during those times.
  - In Spring 2020 and Autumn 2020, the university enacted Pass/No Pass grading systems as part of the response to the COVID-19 pandemic.
  - The Emergency Pass Grade system will create a consistent approach to exceptional circumstances.
- When a student earns a PE mark, they will still receive credits toward graduation, but the PE will not be factored into their grade-point average.
- The Emergency Pass Grade system would become effective in academic terms when exceptional circumstances are declared by vote of the Senate or by the provost following the recommendation of the Council on Enrollment and Student Progress (CESP) and approval of the Senate Steering Committee.
- During exceptional circumstances:
  - Undergraduates will receive a PE mark when they earn what would normally be a D+ or D.
  - Graduate students will receive a PE mark when they earn what would normally be a C+, C, C-, D+, or D.
  - For both graduate and undergraduate students, a failing grade will be recorded as NP (non-pass) or NEN if the student stopped attending the course during the semester.
- The Emergency Pass system does not affect instances where certain grades are required to progress in a sequence or to gain admission to a program. Nor does it affect policies that determine academic standing. Accommodations to allow use of PE grades in these cases will remain at the discretion of the individual program or college.

The University Senate voted on Jan. 28, 2021, to declare exceptional circumstances for Spring 2021 and invoke the “PE” Emergency Pass Grade system to help address the circumstances caused by the COVID-19 pandemic.
3335-8-21 Marks.


(L) “PE” — Emergency Pass

(1) In the event that Exceptional Circumstances is declared all courses for that semester normally graded A-E shall be recorded as follows:
   a. undergraduates graded D+ or D shall be recorded as PE.
   b. graduate students graded C+, C, C-, D+, or D shall be recorded as PE.
   c. a grade of E shall be recorded as NP, and the EN mark shall be recorded as “NEN.”

(2) “Exceptional Circumstances” is defined as widespread circumstances outside the control of students and instructors that may adversely affect academic performance.

(3) Exceptional Circumstances are declared by the Senate, or by the Provost following a recommendation from the Council on Enrollment and Student Progress and confirmation by the Senate Steering Committee.

(4) Hours graded “PE” count toward the minimal number of hours required for a degree but are not computed in the point-hour average of the student.

(5) The PE grade shall revert to the letter grade reported by the instructor upon student petition to the Registrar. Petitions shall be made before the end of the second succeeding semester or summer term, but prior to graduation. Such a reversion is irrevocable.

(6) Policies requiring certain grades for progression in a sequence, admission to a program, or academic standing would be unaffected by this system. Accommodations to allow use of PE grades these cases remain at the discretion of the individual program or college.

(7) In any semester in which Exceptional Circumstances have been declared by Senate or Provost, the deadline for a student to withdraw from a course without petition as defined in 3335-8-32 (E) shall be extended by 3 weeks in 15-week semesters and a proportional amount in shorter sessions.

(8) Grade forgiveness used for a course taken during a semester in which Exceptional Circumstances have been declared by Senate or Provost will not counting toward the three-course limit defined in 3335-8-27.1 (C).
(A) An undergraduate student who re-enrolls in the university after an absence of five or more years may petition the dean or director of his or her enrollment unit to recalculate the cumulative point-hour ratio of his or her previous residency. If the petition is approved, all courses taken will remain on the permanent record. Those with marks of "A," "A-," "B+," "B," "B-," "C+," "C," "C-," "EM," "K," "PA," "PE," or "S" will be counted for credit only. No other marks will be counted for credit.

3335-8-27.1 Grade forgiveness rule.

(A) This rule may be applied for a maximum of three courses.
(B) Grade forgiveness used for a course during Exceptional Circumstances as defined in 3335-8-21 (L) in will not count toward the three-course limit.
(C) The graduate school and graduate professional colleges may formulate appropriate modifications of paragraph (A) of this rule, subject to the approval of the council on academic affairs, and publish the rule in their bulletins.

3335-9-30

(C) Have satisfactorily completed the number of credit hours required for the curriculum being pursued. The minimum number of credit hours required in each curriculum shall include the credit hours required under rules 3335-8-06 and 3335-8-07 of the Administrative Code. Credit hours required to satisfy admission conditions shall not be used to satisfy the requirements of rules 3335-8-06 and 3335-8-07 of the Administrative Code. Credit hours are considered as "satisfactorily completed" only if the student has received, at this university, the mark "A," "A-," "B+," "B," "B-," "C+," "C," "C-," "D+," "D," "EM," "K," "S," "PA," or "PE" in those hours (see rule 3335-8-21 of the Administrative Code).

3335-8-32 Withdrawal from courses or from the university.

(F) The above deadlines shall be extended as spelled out in 3335-8-21 (L) (6) in any semester in which Exceptional Circumstances have been declared.
Appointments/Reappointments of Chairpersons

KRISTI L. WILLIAMS, Interim Chair, Department of Sociology, effective January 1, 2021 through June 30, 2021

SUSAN WILLIAMS, Chair, Department of English, effective January 1, 2021 through June 30, 2024

Faculty Professional Leaves

GREG M. ALLENBY, Professor, Department of Marketing and Logistics, effective Autumn 2021
STANLEY E. BLAKE, Associate Professor, Department of History, effective Autumn 2021
FRANCIS DONOGHUE, Professor, Department of English, change from Autumn 2020 to Spring 2021
CURTIS P. HAUGTVEDT, Associate Professor, Department of Marketing and Logistics, effective Autumn 2021
JOSH D. HAWLEY, Professor, John Glenn College of Public Affairs, effective Spring 2022
GRZEGORZ A. REMPALA, Professor, College of Public Health, change from Spring 2020 to Autumn 2021
XUE WANG, Associate Professor, Department of Accounting and Management Information Systems, effective Spring 2022
ELIZABETH WEISER, Professor, Department of English, effective Autumn 2021

Faculty Professional Leave Cancellations

ANNE E. CAREY, Professor, School of Earth Sciences, cancellation of FPL for Spring 2021
LAUREN SQUIRES, Associate Professor, Department of English, cancellation of FPL for Spring 2021
ROBYN WARHOL, Professor, Department of English, cancellation of FPL for Autumn 2020
KRISTI WILLIAMS, Professor, Department of Sociology, cancellation of FPL for Spring 2021

Emeritus Titles

PETER B. BAKER, III, Department of Pathology, with the title of Professor Emeritus, effective January 9, 2021
ANNE E. CAREY, School of Earth Sciences, with the title of Professor Emeritus, effective January 9, 2021
BERNHARD FISCHER, Department of Germanic Languages and Literatures, with the title of Professor Emeritus, effective June 1, 2020
RICHARD J. FREULER, Department of Engineering Education, with the title of Professor Emeritus-Clinical, effective June 1, 2021
TERRY L. GUSTAFSON, Department of Chemistry and Biochemistry, with the title of Professor Emeritus, effective June 1, 2021

BLAINE W. LILLY, Department of Mechanical and Aerospace Engineering, with the title of Professor Emeritus, effective January 1, 2021

MORTON E. O’KELLY, Department of Geography, with the title of Professor Emeritus, effective January 1, 2021

STEVEN A. SEVERYN, Department of Anesthesiology, with the title of Associate Professor Emeritus-Clinical, effective January 1, 2021

MARK SPLAINGARD, Department of Pediatrics, with the title of Professor Emeritus-Clinical, effective February 23, 2021

VISHWANATH V. SUBRAMANIAM, Department of Mechanical and Aerospace Engineering, with the title of Professor Emeritus, effective January 1, 2021

WILLIAM P. WEISS, Department of Animal Sciences, with the title of Professor Emeritus, effective February 1, 2021

Promotion, Tenure, and Reappointments

COLLEGE OF MEDICINE

REAPPOINTMENT-CORRECTION
Gavrilin, Mikhail, Internal Medicine, July 1, 2020

REAPPOINTMENT
Geng, Liying, Cancer Biology and Genetics, July 1, 2020
Hu, Zhiwei, Surgery, effective July 1, 2020
SUNY COMMENCEMENT
THE OHIO STATE UNIVERSITY
MAY 9, 2021
POMP, CIRCUMSTANCE, AND OTHER SONGS OF A LIFETIME
—by Professor David Citino, 1947–2005, Late University Poet Laureate
(Originally presented as the 2000 Winter Commencement address)

If you’re like me, you’ve got a big head, not to mention a funny robe, full of music—poems and melodies, the tunes we move to, shower and shave by, study, write to. Not just the incidental, but the momentous music keeping time. Our histories are measures of song. Listen to your heart: drums of Africa, sea-sopause of blind, far-sighted Homer, Sappho’s honeyed love lyrics. Often,

music speaks for us, one note saying a thousand words. Like Rodolfo in Puccini’s La Boheme, Sono un poeta. I am a poet. Che cosa faccio? What do I do? Scrivo. I write. This ceremony

is loud music—pomp and circumstance of the life you began freshman year or that first day of graduate school. In my head I press Play, and the CD of Big Days kicks on. I leap and linger over moments too sweet, nearly, for words. I’ll never escape rhymes from the nursery. Up above the world so high, like a diamond in the sky. We knew from the start our universe was aglow with wonder.

Italian, Latin, English songs in nasal accents of Cleveland. Gaudeamus igitur, Juvenes dum sumus. So, let us rejoice, while we are young. Youth is that gift we can’t comprehend while we’re young. This ceremony

means you all are less young than you were. Don’t let the heavy knowledge gained from your studies deprive you of the gifts of youth, to be able to rejoice at the drop of a hat, to care for, be moved by others.

Now I hear golden hits of five decades. Big Mama Thornton, and that so-called King (King of what, fried butter sandwiches?) who stole away her hound dog. You ain’t never killed a rabbit, you ain’t no friend of mine. As with those profs and TAs, course after course, you had to produce—kill some rabbits—to earn respect. And at times OSU may have seemed like Heartbreak Hotel, down at the end of Lonely Street, so difficult was it to do your best. Tennessee Ernie Ford, “Sixteen Tons”: St. Peter don’t you call me ’Cause I can’t go. I owe my soul to the company store.

You have been digging deep in mines of knowledge. We all owe our souls to Ohio State, company store of learning, shared experience—precious ore we have in common forever.

Now I hear Domenico Modugno’s fervent urging to wish, sing, fly, Volare, Wo-oo. Cantare, Wo-o-o-o. My grandfather was a peasant farmer, a contadino in Calabria in the toe of Italy. He knew it’s the human lot to dream of flying. Lucky, lucky, lucky me, I’m a lucky son-of-a-gun. I work eight hours, I sleep eight hours, That leaves eight hours for fun.

Hey! He sailed in steerage across the Atlantic, came to Cleveland, where he stayed long enough to work 52 years for the B&O Railroad, before lying down to rest in good Ohio soil. So many of us here today came from elsewhere, or ancestors did. From Tennessee, Italy, Africa, Asia, Appalachia—even, President Kirwan, the wilds of Kentucky and Maryland. Women and men with backs supple as birch trunks. The courage it took to pick up stakes and begin again in a new world! Think of the work those older ones did. For you. You all are facing a change right now.

This sheepskin is your passport. You’re bound for emigration to the next song of your life. Ohio State is the ark on which you’ve been sailing. You’ve been the precious cargo.

But, as Noah once said, I can see clearly now the rain is gone. The ark, our university, was filled to overflowing with the diversity of us. Diversity. Networks and talk shows devalue the word.

(continued on inside back cover)
Excerpts from the commencement ceremony will be broadcast on WOSU-TV, Channel 34, on Monday, May 10, at 7 p.m.

Livestream coverage and a replay of the ceremony in its entirety can be viewed at commencement.osu.edu.
Jamie Dimon ranks among the most impactful and innovative business minds of his generation. He is Chairman and CEO for JPMorgan Chase & Co., where, for nearly two decades, he has led one of the largest and best-managed financial institutions in the United States to achieve record levels of success.

His personal motto to “do the right thing” underlies his commitment to expanding opportunity for all and guides his actions when addressing critical societal issues. Mr. Dimon is dedicated to rooting out racism and discrimination, and ensuring that all clients, customers, employees and communities are treated equally and fairly.

At his direction, JPMorgan Chase recently launched and strengthened several initiatives to support diversity and inclusion. One example is Advancing Black Leaders, which, over a four-year period, successfully increased minority representation among senior positions by more than 50%. In 2019, the company announced a $2.5 million investment supporting programs and scholarships within The Ohio State University’s Office of Diversity and Inclusion, and in 2020, it committed $7 million to education and career development in the Columbus region. JPMorgan Chase and Ohio State also enjoy a productive workforce partnership. More than 3,000 Buckeye alumni are employed across the company while over 100 interns and 90 full-time employees are recruited from the university annually — earning Ohio State the distinction as the firm’s top source for talent.

Mr. Dimon previously served as Chairman and CEO at Bank One Corporation until its merger with JPMorgan Chase in 2004. He has also held senior executive positions at Citigroup Inc., the Travelers Group, Commercial Credit Company and American Express Company.

Mr. Dimon serves on the boards of the Harvard Business School and Catalyst, Business Roundtable, The Business Council and New York University School of Medicine. He is a graduate of Tufts University and Harvard Business School, where he earned his Bachelor of Arts and Master of Business Administration, respectively. Mr. Dimon and his wife, Judith, have three daughters.

Congresswoman Joyce Beatty has devoted her life to moving our nation closer to realizing the promise of equality of opportunity for all. A highly effective public servant, she leads policy changes that improve the lives of others by combining facts, logic and empathy in exceptionally powerful ways.

Congresswoman Beatty was first elected to represent Ohio’s Third Congressional District in the U.S. House of Representatives in 2012. She chairs the Congressional Black Caucus, and she is a member of the House Committee on Financial Services, which oversees the entire financial services industry. Her national leadership and advocacy have spurred significant federal investment in efforts to combat infant mortality in Columbus, revitalize the Near East Side neighborhood and transform the city’s transportation infrastructure, among other initiatives. Prior to her tenure in Washington, D.C., Congresswoman Beatty served as senior vice president for outreach and engagement at Ohio State expanding the university’s partnerships and programs in community service, health outreach, service learning and continuing education. Before joining Ohio State, she served five terms in the Ohio House of Representatives. She spearheaded access to breast and cervical cancer care for underinsured and uninsured women, as well as championed legislation expanding STEM education and requiring financial literacy in Ohio’s public-school curricula.

Named one of Ebony Magazine’s 150 most powerful African Americans in the United States, Congresswoman Beatty actively supports The Links Inc., Delta Sigma Theta Sorority, National Coalition of 100 Black Women, Columbus Urban League, the American Heart Association and numerous other organizations.

Congresswoman Beatty is a first-generation college student who earned a Bachelor of Arts from Central State University and a Master of Science from Wright State University. She studied at the doctoral level at the University of Cincinnati.

She is married to Otto Beatty Jr. and a proud grandmother to Leah and Spencer.
Dr. Robert Langer is a pioneer in applying engineering to biological problems in human health — yielding entirely new fields of study through his innovative research and improving the lives of millions of people around the world.

Dr. Langer is one of 10 Institute Professors at the Massachusetts Institute of Technology. With broad curiosity and tenacity — and in collaboration with his students, colleagues and partners — he has created new approaches to treat and cure disease. Among the innovations he is credited with are long-term drug-delivery systems for insulin, anti-cancer drugs, gene therapy agents and vaccines. He and members of his laboratory are developing or have developed products such as an ingestible sensor that measures heart and breathing rates and polymer scaffolds to “grow” tissue.

In 2010, Dr. Langer co-founded Moderna, a global leader in the creation of a new class of vaccines that use messenger RNA to deliver therapeutic drugs. The company’s COVID-19 vaccine was authorized for emergency use in December 2020. Three months later, at the end of March, Moderna shipped the 100 millionth dose of its COVID-19 vaccine to the U.S. government.

Dr. Langer is the most-cited engineer in history. He has written more than 1,500 articles and has 1,400 patents issued and pending. Those patents have been licensed or sub-licensed to more than 400 pharmaceutical, chemical, biotechnology and medical device companies. Dr. Langer has been elected to the National Academy of Engineering, the National Academy of Sciences and the National Academy of Inventors. He has also served as chair of the U.S. Food and Drug Administration’s Science Board.

Among the hundreds of awards Dr. Langer has received are the Charles Stark Draper Prize (often called the Engineering Nobel Prize), the Queen Elizabeth Prize for Engineering, the Kyoto Prize and the Millennium Technology Prize. He is one of three living individuals to have received both the U.S. National Medal of Science and the U.S. National Medal of Technology and Innovation. Dr. Langer earned a bachelor’s degree from Cornell and a doctorate from MIT.

Dr. Ellen Ochoa is an accomplished astronaut, inventor and leader of complex organizations. As NASA’s first Hispanic woman astronaut, she flew four missions and spent nearly 1,000 hours in space. As the first Hispanic woman to serve as director of the Johnson Space Center, she led the efforts of more than 10,000 employees and contractors and launched programs in agile business practices, innovation and inclusion.

After earning her doctorate in electrical engineering, Dr. Ochoa worked at Sandia National Laboratory and NASA’s Ames Research Center, where she led a team conducting research and development of computational systems for aerospace missions. She holds three patents for optical systems. In 1990, Dr. Ochoa was selected to join NASA’s astronaut program. After completing her final space mission in 2002, she joined the Johnson Space Center leadership team, rising through the ranks and ultimately serving as the center’s director until 2018 when she retired after a 30-year career with NASA.

She speaks widely about science, innovation and leadership. She currently chairs the National Science Board, among other board positions. She has been elected to membership in the National Academy of Engineering and as a Fellow of the American Association for the Advancement of Science, among other esteemed professional organizations.

Dr. Ochoa has received NASA’s highest award, the Distinguished Service Medal, and has been inducted into the Astronaut Hall of Fame, the California Hall of Fame and the International Air & Space Hall of Fame. Six schools in the United States have been named in her honor.

She earned a Bachelor of Science from San Diego State University and master’s and doctoral degrees from Stanford University.

Dr. Ochoa and her husband, Coe Miles, have two sons.
A national leader in higher education, Dr. David Harrison has devoted his career to lifting lives and communities through wider access to education. Since 2010, when Dr. Harrison joined Columbus State Community College as its president, the institution has more than tripled its graduation rate.

Through his effective leadership, the Columbus State team of faculty and staff has developed innovative programs and partnerships with other colleges and universities, corporations and nonprofit organizations. Dr. Harrison was instrumental in creating Preferred Pathway, a program that guarantees transfer admission to Ohio State for Columbus State graduates. This initiative served as the model for the statewide Ohio Guaranteed Transfer Pathway program.

His commitment to educational access and success is expansive. He established Central Ohio Compact, a coalition of K-12 school districts and higher education institutions that helps students complete high school and progress seamlessly through public or private post-secondary education.

Dr. Harrison’s dedication to student success, workforce innovation and civic engagement has elevated Columbus State to national prominence. The college received the 2019 Leah Myer Austin award, a national recognition for community colleges that demonstrate equitable outcomes in student success. His work on equity and institutional partnerships — particularly for first-generation students, students of color and low-income students – led to Columbus State’s recognition as an Achieving the Dream College in 2012. Three years later, it earned the organization’s distinction as a “Leader College.”

Before joining Columbus State, Dr. Harrison served as vice provost for regional campuses at the University of Central Florida, where he created innovative transfer programs linking community college graduates to the university. He has held administrative leadership positions at Sinclair Community College in Ohio and Seminole State College in Florida.

Dr. Harrison earned his bachelor’s in chemical engineering from the University of Dayton, his master’s from Katz Graduate School of Business at the University of Pittsburgh and his PhD in education from The Ohio State University.

A distinguished lawyer and public servant, Mr. Frederick L. Ransier III exemplifies engaged citizenship. His leadership in central Ohio has strengthened educational opportunities, revitalized neighborhoods and enlivened underserved communities with strategic partnerships and new resources.

Mr. Ransier’s service to the community is broad, longstanding and profoundly effective. He has served as a board member of the United Way of Central Ohio, The Ohio State University Wexner Medical Center East Hospital, Franklin Park Conservatory, Experience Columbus, Columbus College of Art and Design and Central State University.

As the first board chair of Partners Achieving Community Transformation (PACT), he served for nine years and developed innovative partnerships and programs that are reinvigorating Columbus’ historic Near East Side neighborhood. PACT was founded and funded by Ohio State, the city of Columbus and the Columbus Metropolitan Housing Authority.

The organization is creating a healthy, financially and environmentally sustainable community where residents have access to safe and affordable housing, quality health care and education and employment opportunities.

Mr. Ransier is a retired partner at the law firm Vorys, Sater, Seymour and Pease, where he served in the bankruptcy practice and the government affairs and lobbying group. Prior to joining Vorys, Mr. Ransier practiced with his wife and law school classmate, Kathleen, as Ransier & Ransier for 26 years. He is a member of the national, Ohio and Columbus Bar Associations, the American Bankruptcy Institute and the National Association of Bankruptcy Trustees.

Several organizations have honored Mr. Ransier for his service. Among the awards he has received are The Ohio State University College of Law Alumni Service Award, the Columbus Bar Association Community Service Award and the Central State University Alumni Association’s Alumnus of the Year Award.

Mr. Ransier earned his undergraduate degree at Central State University and his Juris Doctorate from Ohio State’s Michael E. Moritz College of Law.
Dear Graduates,

Congratulations, and welcome back to the 'Shoe! We are thrilled to celebrate your accomplishments with you in person, in Ohio Stadium — just as generations of Buckeyes have before you. The fact that we are together today is a testament to our collective efforts to keep each other safe and healthy. It is also one more sign of hope as we look to brighter days.

Over the course of the past year, each of us has been tested in many ways. You adapted to new ways of learning and connecting. You helped your friends, family and loved ones figure out how to remain together — even when we were apart. You came together to keep a pandemic at bay on our campuses, worked together to help those struggling because of the effects of the pandemic and found ways to lift up those on the front lines of the fight against COVID-19.

Most importantly: Even when it was difficult, you never gave up. Your perseverance and experiences through this time will forever be a part of your journey. You proved that diverse talents and perspectives can be woven together to create solutions that do incredible good.

I am inspired by each and every one of you, though I am not surprised. As Buckeyes, we shine brightest when times are tough, when there is a need for champions to come together to support each other and our communities. We shine our light in dark places and lead in all that we do. Meeting challenges head-on is simply part of our DNA.

You are stronger and wiser from your experiences, and today I challenge you to take what you’ve learned at Ohio State and set to work building a future in which every member of our community can share equitably in its opportunity. I know you are up to the challenge — after all, you’re Buckeyes.

As you depart today, diploma in hand, think of this as a beginning, not an ending. You are forever part of our Buckeye family — Buckeyes for life.

Congratulations, once again. I cannot wait to see what you do next!

Sincerely yours,

Kristina M. Johnson, PhD
President
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February 23-25, 2021, Board of Trustees Meetings
Congratulations, and welcome to the Buckeye alumni family, Class of 2021! It’s wonderful
to gather safely again and celebrate you in the ’Shoe.

Each one of you has a unique Ohio State story to tell about your journey with us thus
far, and your last year on campus will certainly stand out in memory. Though your
experiences were individualized, you were not alone. Your web of support is even tighter
now that you have more than 580,000 fellow alumni around the globe ready to offer
advice or lend a hand!

If you read the lyrics to “Carmen Ohio” — all three verses, not just the one we have
memorized — you will see lines about both the good times and the bad. It references
“happy days of yore” and “blackened sky or barren shoal.” As the seasons pass, with
many reasons to be hopeful amid all the world’s uncertainties, I know one thing for sure:
We are Buckeyes, and we will take these next steps together.

We will be with you wherever you go. You’ll discover alumni clubs and societies in more
than 100 cities, organizing everything from game watch parties to scholarship fundraisers.
Take advantage of your alumni association’s career resources, lifelong learning and
networking opportunities, as well as ways to volunteer and pay forward in service to
others.

Visit osu.edu/alumni to learn more about the benefits available to you. Explore our virtual
opportunities for tips on how to cope during these unsettled times, or search for a new
job. You can also download the alumni app to keep Ohio State in your pocket and receive
news from campus, ways to show off your Buckeye pride, updates from alumni and much
more.

This chapter in your Ohio State story is coming to an end, and the chapters to come offer
endless opportunities and excitement. Never forget: You always have been, and always
will be, Buckeyes for life.

In firm friendship,

Molly Ranz Calhoun ’86
President and CEO
The Ohio State University Alumni Association
The Graduate School
Dean: Alicia L. Bertone

Doctor of Musical Arts
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M.Mus (Kent State University)
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Music
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Shitong Zhan Sigler
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B.A. (University of Cincinnati)
Music
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February 23-25, 2021, Board of Trustees Meetings

Devin Janai Swiner  
B.S. (University of Pittsburgh)  
Chemistry  
Dr. Abraham Bodu-Towiah

Noah Brodzik Talisa  
B.S. (Bucknell University)  
Physics  
Dr. Evan Chowdhury

Neil Rutgers Taylor  
B.S.Eng.Physics, M.S. (The Ohio State University)  
Nuclear Engineering  
Dr. Lei Cao

Minghua Tian  
B.S. (Tsinghua University)  
M.S. (The Ohio State University)  
Computer Science and Engineering  
Dr. Snirvanas Pancharasathy

Ashley Toenjes  
B.A. (Saint Cloud State University)  
M.A. (University of Arizona)  
M.A. (Illinois State University)  
Dental Sciences  
Dr. Mathew Coleman

Amanda Hanks Trout  
B.A. (Monmouth College)  
M.S. (The Ohio State University)  
Materials Science and Engineering  
Dr. David McComb

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B.A. (Messiah College)  
B.S. (University of Maryland)  
Entomology  
Dr. Mary Gardner

Erica Lynn Van Dop  
B.S. (Wheeling College)  
Human Sciences  
Dr. Rick Petosa

Matthew Joseph Van Jura  
B.A. (The Ohio State University)  
M.Educ. (University of Vermont)  
Education  
Dr. Susan Jones  
Dr. Tatiana Susopkina

Alexandra Michelle VanBergen  
B.S. (University of New York at Fredonia)  
M.S. (University of New York at Albany)  
Human Sciences  
Dr. Suzanne Horing

Sai Siddhartha Vemula  
B.Tech. (Indian Institute of Technology Bombay)  
M.S. (The Ohio State University)  
Mechanical Engineering  
Dr. Marcelo Dapino

Katherine Elizabeth Walker  
B.S.Ind.Sys.Eng., M.S. (The Ohio State University)  
Industrial and Systems Engineering  
Dr. Michael Roxy

Spencer Kent Wallentine  
B.S. (Brigham Young University)  
Chemistry  
Dr. Lawrence Baker

Bo Wang  
Bachelor's (Beijing Institute of Technology)  
M.S. (Miami University)  
M.A. (The Ohio State University)  
Human Sciences  
Dr. Andrew Hanks

Dingkang Wang  
Bachelor's (Harbin Institute of Technology)  
Computer Science and Engineering  
Dr. Raphael Wenger

Ji Wang  
Bachelor's, Master's (China Agricultural University)  
Animal Sciences  
Dr. Sandra Woleman

Peidong Wang  
B.Eng. (University of Science and Technology of China)  
M.S. (The Ohio State University)  
Computer Science and Engineering  
Dr. Delong Wang

Tianyu Wang  
B.S. (Shanghai Jiao Tong University)  
Mathematics  
Dr. Daniel Thompson

Xue Wang  
B.Eng. (Harbin Institute of Commerce)  
M.S. (Illinois Institute of Technology)  
Food Science and Technology  
Dr. Devin Peterson

John Arthur Whitman  
B.S. (University of Illinois)  
M.S. (The Ohio State University)  
Physics  
Dr. Cinyam Jayaparaksh

Wijesinghe Mudiyanselage Hiran Shaniaka Wijesinghe  
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M.S. (The Ohio State University)  
Physics  
Dr. Ratnasingham Sooyakumar

Katherine Mary D'Amico Willman  
B.S. (John Carroll University)  
M.S. (University of New York College of Environmental Science and Forestry)  
Environmental Sciences  
Dr. Jonathan Frenzendo Ramirez  
Dr. Andrew Michel

Eric Wolfson  
B.S. (University of Maryland Baltimore County)  
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Dr. Parsons McGrier

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M.S. (The Ohio State University)  
Molecular, Cellular and Developmental Biology  
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Huaqing Xiong  
B.Engr. (Zhengjiang University)  
M.S. (The Ohio State University)  
Electrical and Computer Engineering  
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B.S. (University of Science and Technology of China)  
M.S. (The Ohio State University)  
Electrical and Computer Engineering  
Dr. Zhe Jin

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B.A.Honors (University of Virginia)  
M.A. (The Ohio State University)  
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Dr. Shuang-Tian Yang

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M.S. (The Ohio State University)  
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Dr. Elena Chirsutin

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M.S. (The Ohio State University)  
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Dr. C.K Shum

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B.A. (University of International Business and Economics)  
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Dr. Wayne Lawson  
Dr. Margaret Wyszomirski

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B.S. (Fudan University)  
M.S. (The Ohio State University)  
Psychology  
Dr. John Beacom

Abolfazl Zolfaghari Abbasghaleh  
Bachelor's (Iran University of Science and Technology)  
M.S. ( Ferdowsi University of Mashhad)  
M.S. (Tennessee Technological University)  
Industrial and Systems Engineering  
Dr. Allen Yi
<table>
<thead>
<tr>
<th>Name</th>
<th>Degree/Program</th>
<th>Institution</th>
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<tbody>
<tr>
<td>Rachel Rebekah Foltz Nash</td>
<td>B.S., B.S. (State University of New York at Fredonia)</td>
<td>M.A. (The Ohio State University)</td>
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<tr>
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<td>Education</td>
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<tr>
<td>Rhonda Michelle Peeples</td>
<td>B.S. (Wright State University)</td>
<td>M.A. (The Ohio State University)</td>
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<tr>
<td>Julie Marie Sanzone</td>
<td>B.A. (The Ohio State University)</td>
<td>M.Ed. (Pennsylvania State University)</td>
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<tr>
<td>Myron D. Shorter</td>
<td>B.A. (Central Michigan University)</td>
<td>M.S., M.A. (Austin Peay State University)</td>
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<tr>
<td>Amy Voelmecke Treboni</td>
<td>B.A. (The Ohio State University)</td>
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<tr>
<td>Rachel M. Tuttle</td>
<td>B.S. (Bowling Green State University)</td>
<td>M.Ed. (University of South Carolina)</td>
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<tr>
<td>Doctor of Nursing Practice</td>
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<tr>
<td>Ashley Renee Brannan</td>
<td>B.S. Nurs. (The Ohio University)</td>
<td>M.S. (Maryville University of Saint Louis)</td>
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<td>Bridget ileen Brozyna</td>
<td>B.S., M.S. (University of Maine)</td>
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<td>Sarah Lynn Campbell</td>
<td>B.S. (California State University)</td>
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<tr>
<td>Aubrey Marie Clark</td>
<td>B.S. Nurs. (College of Mount Saint Joseph)</td>
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<td>Johannah Clarke</td>
<td>B.S. (Fordham University)</td>
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<td>B.S.Nurs., M.S. (The Ohio State University)</td>
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<tr>
<td>Anabelle Cook</td>
<td>B.S.Alld.Hlth.Prof., M.S. (The Ohio State University)</td>
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<td>B.S.Nurs. (Mount Carmel College of Nursing)</td>
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<tr>
<td>Connie Colleen Dagg</td>
<td>Diploma (Providence Hospital School of Nursing)</td>
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<td>B.S.Nurs. (Bowling Green State University)</td>
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<td>Camilla Rose Giallourakis</td>
<td>B.S.Nurs. (Case Western Reserve University)</td>
<td>M.S. (University of Akron)</td>
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<td>Kathleen Victoria Gonzalez</td>
<td>Diploma (Huron Hospital School of Nursing)</td>
<td>B.S.Nurs. (Ohio University)</td>
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<td>M.S. (American Sentinel University)</td>
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<td>Derrick Allen Grey</td>
<td>B.S.Humm.Ed., M.S. (The Ohio State University)</td>
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<td>Amber M. Holbrook</td>
<td>B.S.Alld.Hlth.Prof., M.S. (The Ohio State University)</td>
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<td>Victoria Elizabeth Krogg</td>
<td>B.S.Nurs. (Case Western Reserve University)</td>
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<td>Doctor of Education</td>
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<td>Amy Lucille Carey</td>
<td>B.S. (Miami University)</td>
<td>M.A. (The Ohio State University)</td>
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<tr>
<td>Michele Paige Carr</td>
<td>B.S.Educ., M.A. (The Ohio State University)</td>
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<td>Matthew Ross Gallatin</td>
<td>Bachelor’s (Wittenberg University)</td>
<td>M.Educ. (Ashland University)</td>
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<td>Nicole Beth Herbert</td>
<td>B.A., M.A. (The Ohio State University)</td>
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<tr>
<td>Cory David Hilty</td>
<td>B.A. (Bluffton University)</td>
<td>M.S. (University of Dayton)</td>
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<td>Natalee Marie Long</td>
<td>B.Mus.Ed., M.Ed. (Lee University)</td>
<td>M.A. (The Ohio State University)</td>
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<td>Jasmine Callie Marks</td>
<td>B.A. (Hiram College)</td>
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<tr>
<td>Russell M. Morrow, Jr.</td>
<td>B.S.Comm., M.Ed. (Ohio University)</td>
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<td>Nicolas Groff Nelson</td>
<td>B.A. (Miami University)</td>
<td>M.Pub.Hlth. (Tulane University of Louisiana)</td>
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<td>Katherine O’Neill</td>
<td>B.Bus.Admin. (Cleveland State University)</td>
<td>B.S.Nurs. (Ursuline College)</td>
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<td>Jeannette M. Palermo</td>
<td>B.S. (Thomas Jefferson University)</td>
<td>M.S. (Loyola University New Orleans)</td>
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<td>Julie Marie Powell</td>
<td>B.S.Nurs. (University of Michigan)</td>
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<td>LuAnn Prephan</td>
<td>Bachelor’s (University of Toledo)</td>
<td>M.B.A. (University of Dallas)</td>
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<td>Kaamya Anjail Reddens</td>
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<td>Betty Jo Rocchio</td>
<td>B.S.Nurs. (Franciscan University of Steubenville)</td>
<td>M.S. (La Roche University)</td>
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<td>Michelle Marie Ross</td>
<td>B.S.Nurs., M.S. (The Ohio State University)</td>
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<td>Scott Michael Rowley</td>
<td>B.A. (Capital University)</td>
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<td>Tyra Rae Schlabach</td>
<td>B.S.Nurs. (Chamberlain University)</td>
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<td>Tonya Schuetz</td>
<td>B.S.Nurs. (Otterbein University)</td>
<td>M.Educ. (Cambridge College Mass)</td>
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<td>Andrea Marie Waldo Scurria</td>
<td>B.S.Nurs. (Mount Carmel College of Nursing)</td>
<td>M.B.A. (Ohio Dominican University)</td>
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<td>Kevin Randel Seale</td>
<td>B.S.Nurs. (University of San Francisco)</td>
<td>M.S. (Boston College)</td>
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<tr>
<td>Rosemary Teresa Sergakis</td>
<td>B.A. (The Ohio State University)</td>
<td>M.S. (Capital University)</td>
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<td>Nursing</td>
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</tbody>
</table>
February 23-25, 2021, Board of Trustees Meetings

Cruz Finnicum  
B.S. (Pennsylvania State University)  
Health and Rehabilitation Sciences

Rebecca Elizabeth Broner  
B.S. (Clemson University)  
Health and Rehabilitation Sciences

Anna Makenzie Havranek  
B.S. (Shawnee State University)  
Health and Rehabilitation Sciences

Megan Teresa Hickey  
B.S. (Ohio University)  
Health and Rehabilitation Sciences

Amy Holthaus  
Bachelor’s (Bowling Green State University)  
Health and Rehabilitation Sciences

Chelsea Lee Jentsch  
B.S. (State University of New York College at Brockport)  
Health and Rehabilitation Sciences

Derek Roger Kasper  
B.S.Hlth.Reh.Sci. (The Ohio State University)  
Health and Rehabilitation Sciences

Katelyn Allie Kingsbury  
Health and Rehabilitation Sciences

Megan Teresa Hockey  
B.S. (Ohio University)  
Health and Rehabilitation Sciences

B.S. (Shawnee State University)  
Health and Rehabilitation Sciences

B.S. (Walsh University)  
Health and Rehabilitation Sciences

B.S. (Ashland University)  
Health and Rehabilitation Sciences

B.S. (Ohio University)  
Health and Rehabilitation Sciences

B.S. (Ohio University)  
B.S. (University of Toledo)  
Health and Rehabilitation Sciences

B.S., M.A. (The Ohio State University)  
Health and Rehabilitation Sciences

B.S. (Ashland University)  
B.S. (University of Cincinnati)  
Health and Rehabilitation Sciences

B.S. (Walsh University)  
B.S. (Ohio Northern University)  
Health and Rehabilitation Sciences

B.S. (Clemson University)  
B.S. (Pennsylvania State University)  
Health and Rehabilitation Sciences

B.S. (The Ohio State University)  
Health and Rehabilitation Sciences

B.S. (The Ohio State University)  
B.S. (University of Cincinnati)  
Master of Accounting

B.S. (Miami University)  
B.S. (Miami University)  
B.S. (Ohio Northern University)  
Health and Rehabilitation Sciences

B.S. (Miami University)  
B.S. (Miami University)  
B.S. (Ohio Northern University)  
Health and Rehabilitation Sciences

B.S. (High Point University)  
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Health and Rehabilitation Sciences

B.S. (The Ohio State University)  
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B.S. (The Ohio State University)  
Health and Rehabilitation Sciences

B.S. (University of Dayton)  
B.S. (The Ohio State University)  
B.S. (University of Dayton)  
Health and Rehabilitation Sciences

Megan Elizabeth Schuman  
B.A. (Mount Holyoke College)  
B.A. (Baldwin Wallace University)  
B.S. (Ashland University)  
B.S. (Ohio Northern University)  
Health and Rehabilitation Sciences

Jenna Nicole Kronenberger  
B.S. (Walsh University)  
B.S. (Baldwin Wallace University)  
B.S. (Baldwin Wallace University)  
Health and Rehabilitation Sciences

Carolyn Ross Manuck  
B.A. (Case Western Reserve University)  
B.S. (Ashland University)  
B.S. (Ashland University)  
Health and Rehabilitation Sciences

Sara Nicole McKeeman  
B.A. (B.S. (Ohio Northern University)  
B.S. (Ohio Northern University)  
B.S. (Ohio Northern University)  
Health and Rehabilitation Sciences

Casey Denise Miller  
B.S. (University of Illinois)  
B.S. (Ohio Northern University)  
B.S. (Ohio Northern University)  
Health and Rehabilitation Sciences

Ryan Leander Mullet  
B.S. (Kent State University)  
B.A. (Kent State University)  
B.A. (Kent State University)  
Health and Rehabilitation Sciences

Tessa Marie Mulligan  
B.S. (Walsh University)  
B.A. (Kent State University)  
B.A. (Kent State University)  
Health and Rehabilitation Sciences

B.S. (Ashland University)  
B.S. (Walsh University)  
B.S. (Walsh University)  
Health and Rehabilitation Sciences

Specialist in Education

Hayley Beckwith  
B.A. (Kent State University)  
B.A. (Kent State University)  
B.S. (The Ohio State University)  
Health and Rehabilitation Sciences

Hailey Joan Davis  
B.A. (The Ohio State University)  
B.S., M.A. (The Ohio State University)  
B.S. (The Ohio State University)  
Education

Mary Catherine Drop  
B.A. (Shippensburg University of Pennsylvania)  
M.A. (The Ohio State University)  
B.A. (The Ohio State University)  
Education

Nicholas O'Hanlon  
B.S. (University of Cincinnati)  
B.S. (University of Cincinnati)  
B.S. (The Ohio State University)  
Health and Rehabilitation Sciences

Nathan Shauna Malley  
B.S.Educ. (Wright State University)  
B.S. (University of Cincinnati)  
B.S. (The Ohio State University)  
Health and Rehabilitation Sciences

Madison Peck  
B.S. (University of Cincinnati)  
B.S. (University of Cincinnati)  
B.S. (The Ohio State University)  
Health and Rehabilitation Sciences

Casey Alan Perch  
B.S.Hlth.Reh.Sci. (The Ohio State University)  
B.S.Hlth.Reh.Sci. (The Ohio State University)  
B.S. (Ohio State University)  
Health and Rehabilitation Sciences

Emilie Lynn Pollauf  
B.S.Educ. (University of Dayton)  
B.S. (University of Dayton)  
B.A. (University of Cincinnati)  
Health and Rehabilitation Sciences

Summer Gabrielle Prevost  
B.S. (Walsh University)  
B.S. (Walsh University)  
B.S. (The Ohio State University)  
Health and Rehabilitation Sciences

Kimberly Estelle Rolf  
B.S. (Ohio State University)  
B.S. (University of Cincinnati)  
B.S. (The Ohio State University)  
Health and Rehabilitation Sciences

Paige Rombach  
B.S. (High Point University)  
B.S. (The Ohio State University)  
B.S. (High Point University)  
Health and Rehabilitation Sciences

Noelle Lynn Norris  
B.S.Hlth.Reh.Sci. (The Ohio State University)  
B.S.Hlth.Reh.Sci. (The Ohio State University)  
B.S. (The Ohio State University)  
Health and Rehabilitation Sciences

Mary Catherine Drop  
B.A. (Shippensburg University of Pennsylvania)  
M.A. (The Ohio State University)  
B.A. (The Ohio State University)  
Education

Alaina Nicole Eleyet  
B.A., M.A. (The Ohio State University)  
B.A., M.A. (The Ohio State University)  
B.A., M.A. (The Ohio State University)  
Education

Myia Kimberly Ann Hall  
B.A. (Michigan State University)  
B.A. (Michigan State University)  
B.A. (Michigan State University)  
Education

Ryan Mitchell Holtzman  
B.S. (Ohio Northern University)  
B.S. (Ohio Northern University)  
B.S. (Ohio Northern University)  
Education

Samuel William Lotz  
B.A., M.A. (The Ohio State University)  
B.A., M.A. (The Ohio State University)  
B.A., M.A. (The Ohio State University)  
Education

Alexandria Bethann Myers  
B.S., M.A. (The Ohio State University)  
B.S., M.A. (The Ohio State University)  
B.S., M.A. (The Ohio State University)  
Education

Dominic Pelle  
B.A. (University of Cincinnati)  
B.A. (University of Cincinnati)  
B.A. (University of Cincinnati)  
Education

Master of Accounting

Nathan Abbott  
B.S. (Miami University)  
Accounting and Management Information Systems

Oluwaseyi Racheal Adeyemi  
B.S.Bus.Adm. (The Ohio State University)  
Accounting and Management Information Systems

Sara Dehainam Abdulla Dehainam Alqahtani  
B.S. (United Arab Emirates University)  
Accounting and Management Information Systems

Zachary Asmo  
B.S.Bus.Adm. (The Ohio State University)  
Accounting and Management Information Systems

Harleen Kaur R. Baij  
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Kaila M. Byerly  
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Cameron Gregory Campbell  
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Accounting and Management Information Systems

Kayla Alexis Campbell  
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Kaitlyn Elizabeth Cohen  
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Christine Nicole Grooms  
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Hannah Kathryn Grosel  
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Sarah Louise Hagen  
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Rebekah Howson  
B.S.Bus.Adm. (The Ohio State University)  
Accounting and Management Information Systems

Andrew Christopher James  
Accounting and Management Information Systems

Michael David Haber  
Accounting and Management Information Systems

Lei Li  
Accounting and Management Information Systems

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<th>Degree Details</th>
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<td>Yujie Chen</td>
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<td>Woojong Yi</td>
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<td>Boyang Zhang</td>
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<td>Elizabeth Grace Zink</td>
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<td>Rafael Antonio Armendariz</td>
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<td>Suzanne DeMeritte</td>
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<td>Abbigail Marie Dickerson</td>
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<td>Shekoufeh Golnezhad</td>
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Master of Arts
Christopher Acton
B.A. (University of Wisconsin)
Education
Claire Elyse Aleck
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Madeline Claire Cole
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Emily Collins
Education
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Noah Patrick Connor
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Education
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Education
Thierno Aliou Diallo
B.A., M.A. (Universite d’Oran 2)
M.A. (Universite De Rennes II)
French and Italian
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<td>Melanie S. Dickman</td>
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<td>Education</td>
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<td>Ava Dukes</td>
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<td>Livia April Dyke</td>
<td>B.S. (Minnesota State University) Speech-Language Pathology Program</td>
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<td>Nicole Katherine Edgerton</td>
<td>B.A. (The Ohio State University) Women's, Gender, and Sexuality Studies</td>
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<td>Mary Elizabeth Edwards</td>
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<td>Nadia Lynn El-Yousseph</td>
<td>B.A. (The Ohio State University) M.A. (University of Barcelona)</td>
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<td>Siema Eljack</td>
<td>B.A. (University of Khartoum) D.D.S. (Tufts University)</td>
<td>Public Policy and Management</td>
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<td>Jenni Anne Ernst</td>
<td>B.S. (University of Utah)</td>
<td>Philosophy</td>
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<td>Jacob Graham</td>
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<td>James Ray Johnson, Jr.</td>
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<td>Sarah Leidecker</td>
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<td>Aleksandra Shubina</td>
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<td>Ilhwan Song</td>
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<td>Maximillian Hugh Stevenson</td>
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<td>Aleksandra Suslina</td>
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Anna Elizabeth Talarico  
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Kevin M. Compton  
B.S. (University of Cincinnati)  
Business Administration

Kara Marie Dusek  
B.S. (University of Cincinnati)  
Business Administration
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Michael S. Powell, Jr., B.S.Bus.Adm. (Kaiser University) Business Administration

Nathan Putnam B.Music (University of Wisconsin) M.Music (Michigan State University) Master's (Wayne State University) Business Administration

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John L. Sanderson B.S. (Boston University) Business Administration

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Elizabeth A. Schaefer B.A. (University of Mount Union) Business Administration

Adrienne Lynne Schmoll B.S.Cptr.Sci.Eng. (The Ohio State University) Business Administration

Patrick Schuster B.A. (Saint John's University, New York) Business Administration

Michael Seibert B.S.Ed. (Wilfrid Laurier University) Business Administration

Meghan Shroyer B.A. (Colgate University) Business Administration

Rachel A. Sirey B.Mus.Ed. (The Ohio State University) Business Administration

Tyson L. Snider B.S.Bus.Adm. (Ohio Northern University) Business Administration

Steven J. Solomon B.A. (Rutgers University) Business Administration

Jamie R. Spenthoft B.A. (The Ohio State University) Business Administration

Robert Thomas Stephens B.S. (Franklin University) Business Administration

Trevor Stohr B.S. (Miami University) Business Administration

Nicholas R. Stotz B.S. (The Ohio State University) Business Administration

Matthew Thomas Stuckey B.S.Ind.Sys.Eng. (The Ohio State University) Business Administration

Hannah L. Sublett B.S. (University of Cincinnati) Business Administration

Kristen Sullivan B.A. (University of Kentucky) Business Administration

James Swan B.S.Agr. (The Ohio State University) Business Administration

Michael J. Swickrath B.S.Chem.Eng. (The Ohio State University) Ph.D. (Case Western Reserve University) Business Administration

Shiza Syed B.S. (University of Akron) Business Administration

Jason P. Thakkar B.Bus.Adm. (Temple University) Business Administration

Son Hong To B.A. (University Of Sunderland) M.S. (University of Southampton) Business Administration

Frederick J. Turk B.A. (University of Dayton) Business Administration

Connor T. Underwood B.A. (Otterbein University) Business Administration

Alexander J. Vasko B.S. (Rose-Hulman Institute of Technology) Business Administration

Arianna Venkatesan B.S. (The Ohio State University) Business Administration

Erika Rachelle Vocke B.S.Bus.Adm. (The Ohio State University) Business Administration

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Heng Xu B.Bus.Adm. (The Ohio State University) Business Administration

Wang Yang B.S. (University of Akron) Business Administration

Ewan S. Zafiris B.A. (The Ohio State University) Business Administration

Yiwen Zhang B.S.Bus.Adm. (University of Pittsburgh) Business Administration

Robert A. Zettler B.S. (University of Dayton) Business Administration

Dean A. Zettler B.S. (United States Naval Academy) Master's (Old Dominion University) Business Administration

Vlad Voiculescu B.S. (University of Bucharest) Business Administration

Alexander E. Zorniger B.A. (Tufts University) Business Administration
February 23-25, 2021, Board of Trustees Meetings

Ryan William Vogel  
B.S., B.A. (Florida International University)  
City and Regional Planning

Hao Wu  
Bachelor's (East China Normal University)  
City and Regional Planning

Master of Clinical Research  
Tabinda Ali  
B.Med. (B.Surgery, (Baqai Medical University)  
Clinical Research

Kyra U’liani Rashid Cloutier  
B.S. (University of California)  
Clinical Research

Janessa Lin Dannenfelser  
B.A. (Miami University)  
Clinical Research

Janelle Marie Gabriel  
B.S. (State University of New York at Fredona)  
M.S. (The Ohio State University)  
Clinical Research

Preston Howard Gammons  
B.S.H.P.N.E.S. (University of North Carolina at Wilmington)  
Clinical Research

SoumendraKrishna Karmahapatra  
B.S. (Utkal University)  
M.S. (Vidyasagar University)  
Ph.D. (University of Calcutta)  
Clinical Research

Bailey Learn  
B.S.Agr. (The Ohio State University)  
Clinical Research

Nafisa A. Moalim  
Diploma (Anthem College - Beaverton)  
B.S. (Portland State University)  
Clinical Research

Caleb Mokaya  
B.S. (Saint Cloud State University)  
Clinical Research

Master of Dental Hygiene  
David Michael Collins  
B.S.Dent.Hyg. (The Ohio State University)  
Dental Hygiene

Mason Mark Colon  
B.S.Dent.Hyg. (The Ohio State University)  
Dental Hygiene

Amy Renee Merritt  
B.S.Dent.Hyg. (The Ohio State University)  
Dental Hygiene

Amber Nicole Selbee  
Bachelor’s (Shawnee State University)  
Dental Hygiene

Master of Education  
Noordean Emad Alghussain  
B.A. (The Ohio State University)  
Education

David Terry Austin Ill  
B.A. (The Ohio State University)  
Education

Sarah Avdakov  
B.A. (The Ohio State University)  
Education

Jack Michael Baird  
B.S. (The Ohio State University)  
Education

Vince Edward Bella  
B.A. (The Ohio State University)  
Education

Hope Elizabeth Barton  
B.S.Educ. (The Ohio State University)  
Education

Melanie Anne Brinich  
B.S.H.D.F.S. (The Ohio State University)  
Education

Jeanne Cecilia Cantwell  
B.A.Jour. (Ohio University)  
Education

Jie Chen  
B.S.Educ. (The Ohio State University)  
Education

Tatem Louise Crenshaw  
Bachelor’s (Virginia Commonwealth University)  
Education

Erin Michele Devine  
B.A. (The Ohio State University)  
Education

Samantha Marie Dillon  
B.A. (The Ohio State University)  
Education

Madeleine Winder Eisaman  
B.S.Educ. (The Ohio State University)  
Education

Noor Abdallah Elhewai  
B.S.Educ. (The Ohio State University)  
Education

Eleanor Gail Geib  
B.S.Agr. (The Ohio State University)  
Education

Gregory Matthew Holman  
B.S.Bus.Adm. (The Ohio State University)  
Education

Alexander Jaicnher Irwin  
B.S.Soc.Work (The Ohio State University)  
Education

Amina Abdullahi Jama  
B.S.H.D.F.S. (The Ohio State University)  
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B.A. (Thomas More University)  
Education

Hannah Marie Jerson  
B.S.H.D.F.S. (The Ohio State University)  
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Solodad Johnson  
B.A. (The Ohio State University)  
Education

Marissa Lane Kashmiy  
B.S.Educ. (The Ohio State University)  
Education

Andrew Persson Kerg  
B.A. (The Ohio State University)  
Education

Alexander Peter Kiraly  
B.A. (The Ohio State University)  
Education

Robert Kirk  
B.S.Chem.Eng. (The Ohio State University)  
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Samantha Nicole Lee  
B.A. (The Ohio State University)  
Education

Nicolette Leon  
B.A. (The Ohio State University)  
Education

Ziqing Liang  
B.S.H.D.F.S. (The Ohio State University)  
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Abigail Elizabeth Matias  
B.S. (The Ohio State University)  
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John Joseph McFadden  
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Education

Joseph Michael McFadden  
B.S.Educ. (The Ohio State University)  
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Alexis Nikole Menendez  
B.S.H.D.F.S. (The Ohio State University)  
Education

Taylor Scott Mills  
B.S. (The Ohio State University)  
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Justin Anthony Mirabal  
B.S. (The Ohio State University)  
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Jayme Lynn Parker  
B.A. (The Ohio State University)  
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Mary Pirik  
B.A. (Otterbein University)  
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Miranda Renee Robinson  
B.S.H.D.F.S. (The Ohio State University)  
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Faith Michelle Rush  
B.A. (The Ohio State University)  
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B.A. (The Ohio State University)  
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B.S. (The Ohio State University)  
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B.A. (The Ohio State University)  
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B.S.H.D.F.S. (The Ohio State University)  
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B.S.Educ. (The Ohio State University)  
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Jacob William Stechschulte  
B.A. (The Ohio State University)  
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Dennis Patrick Steinbeck  
B.A. (Grove City College)  
Education

William Alexander Suarez  
B.S. (The Ohio State University)  
Education

Sarah C. Welsh  
B.S.Educ. (The Ohio State University)  
Education

Adonna Lucille Wilcox  
B.S.H.D.F.S. (The Ohio State University)  
Education

Ryan Yoder  
B.A. (The Ohio State University)  
Education

Master of Environment and Natural Resources  
Andrew Stephen Hood  
B.A. (Earham College)  
Environment and Natural Resources
February 23-25, 2021, Board of Trustees Meetings

Master of Fine Arts

Jacob Oomen Aythal
B.A. (Suffolk University)
Theatre

Dustin Thomas Brinkman
B.F.A. (Bowling Green State University)
Art

Lillian Charise Brown
B.A. (University of Northern Colorado)
Theatre

Tara Lee Burns
B.F.A. (University of Florida)
Dance

Muhammad Fakhruddin Chen Yang
B.S.(The Ohio State University)
Design

Emily Burns Craver
B.S. (Skidmore College)
Dance

Guventurk

Theatre

Matthew Stephen Greenberg
B.A. (Dean College)
Dance

Connor James Graham
B.F.A. (Savannah College of Art and Design)
Theatre

Daviana Margaret Green
B.A. (Dean College)
Dance

Matthew Stephen Greenberg
B.F.A. (Ithaca College)
Theatre

Nazan Yildiz Guventurk
Bachelor's (Yildiz Technical University)
Dance

Rina Hajra
B.A. (Arizona State University)
Theatre

Jessica Hughes
B.A. (Southwestern University)
Theatre

Maya Renise Jenkins
B.A. (The Ohio State University)
Design

Erin Kearney
B.F.A. (Alfred University)
Art

Jonathan Vega
B.F.A. (Denison University)
Art

Shahid Khan
B.F.A. (The Ohio State University)
Art

Mitch Elizabeth Vicieux
B.A. (Saint Mary's College of Maryland)
Art

Kamal E. Kimball
B.S.Soc.Work (The Ohio State University)
English

Master of Health Administration

Chayanan Jack Agrasuta
B.S. (Denison University)
Health Services Management and Policy

Matthew Charles Carlson
B.S. (Brigham Young University)
Health Services Management and Policy

Phoebe Rose Cheney
B.S. (Miami University)
Health Services Management and Policy

Ashley Cleger
B.S.Pub.Hlth. (The Ohio State University)
Health Services Management and Policy

Briana Crawford
B.A. (Northern Kentucky University)
Health Services Management and Policy

Kathryn Cunniff
B.S. (Colorado State University)
Health Services Management and Policy

Isaiah D. Griffith
B.S. (Miami University)
Health Services Management and Policy

Lauren Christine Hennefarth
B.S. (California Polytechnic State University)
Health Services Management and Policy

Zachary A. Howard
B.A. (Washington and Lee University)
Health Services Management and Policy

Alexander Jofriet
B.S. (University of Cincinnati)
Health Services Management and Policy

Taylor Tenise Jones
B.A. (Vanderbilt University)
Health Services Management and Policy

Katie Marie Smith
B.F.A. (Colorado State University)
Art

Sara Ann Maletic
B.S. (Otterbein University)
Health Services Management and Policy

Katherine Rose McGrath
B.S.Hlt. Reh.Sci. (The Ohio State University)
Health Services Management and Policy

Janelle Denise Montgomery
B.A. (The Ohio State University)
Health Services Management and Policy

Emily Muma
B.S. (The Ohio State University)
Health Services Management and Policy

Noah Kititane Gandaire Mwenda
B.S. (Northeastern University)
Health Services Management and Policy

Gill Z. Oman
B.A. (Case Western Reserve University)
Health Services Management and Policy

Brittany Kristine Pope
B.S. (University of Idaho)
Health Services Management and Policy

Emma Nicole Quinlisk
B.S. (Ohio University)
Health Services Management and Policy

Monica Ann Rios
B.S. (University of Toledo)
Health Services Management and Policy

Kayla Robinson
B.S. (University of Southern California)
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Ashlee Rupp Solomon
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Rhianna Danae Wardian
B.A. (University of South Florida)
Health Services Management and Policy

Master of Health Care Innovation

Sharleen Ann Aliff
B.S.Nurs. (The Ohio State University)
Nursing

Amanda Baxter
B.A. (The Ohio State University)
Nursing

Justin B. Mathews
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Health Services Management and Policy

Katie L. McCray
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Karen Courtney Tharp
B.F.A. (Florida State University)
Art

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Katie L. McCray
B.S.Bus.Adm. (The Ohio State University)
Health Services Management and Policy

Rhianna Danae Wardian
B.A. (University of South Florida)
Health Services Management and Policy
<table>
<thead>
<tr>
<th>Name</th>
<th>Degree and Institution</th>
<th>Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elizabeth Rose Berry</td>
<td>B.S.Comm. (Ohio University)</td>
<td>Nursing</td>
</tr>
<tr>
<td>Cole Briggs</td>
<td>B.S.Nurs. (Ohio University)</td>
<td>Nursing</td>
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<tr>
<td>Lindsey Elizabeth Carr</td>
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<tr>
<td>Whitney Davis</td>
<td>B.S. (Ohio Christian University)</td>
<td>Nursing</td>
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<tr>
<td>John David Newton Fleming</td>
<td>B.A. (The Ohio State University)</td>
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<tr>
<td>Jason Heterscheidt</td>
<td>B.A. (John Carroll University)</td>
<td>Nursing</td>
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<tr>
<td>Dalton Shane Hodge</td>
<td>B.S.Bus.Adm., M.Educ. (Southwestern Oklahoma State University)</td>
<td>Nursing</td>
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<tr>
<td>Kimberly Elise Howell</td>
<td>B.S.Pharm. (University of Toledo)</td>
<td>Nursing</td>
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<tr>
<td>Daniel Johnson</td>
<td>B.S. (Franklin University)</td>
<td>Nursing</td>
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<tr>
<td>Carolyn N. Kapaku</td>
<td>B.S.Ind.Sys.Eng. (The Ohio State University)</td>
<td>Nursing</td>
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<tr>
<td>Tara Ashton Kettlewell</td>
<td>Bachelor's (Kent State University)</td>
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<td>Jaron Knotts</td>
<td>B.S.Nurs. (The Ohio State University)</td>
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<td>Jessica Miller</td>
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<td>Sarah E. Miller</td>
<td>B.S.Ed.H.H. (The Ohio State University)</td>
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<tr>
<td>Karlene Machovec Moore</td>
<td>B.A. (Yale University)</td>
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<td>Charles Louis Pankowski</td>
<td>B.S.Nurs. (The Ohio State University)</td>
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<tr>
<td>Amy B. Patton</td>
<td>B.S. Nutrition (University of Pittsburgh)</td>
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<tr>
<td>Delaney Lyn Postma</td>
<td>B.S.Nurs. (University of Central Florida)</td>
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<tr>
<td>Jessica Anne Riley</td>
<td>B.S.Nurs. (Otterbein University)</td>
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<td>Julia Renee Salinas</td>
<td>B.S.Nurs. (The Ohio State University)</td>
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<tr>
<td>Jenna A. Sims</td>
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<tr>
<td>Benjamin Steiner</td>
<td>B.S.Nurs. (Ohio University)</td>
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<tr>
<td>Emma Rose Tappel</td>
<td>B.A. (Ashland University)</td>
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<tr>
<td>Kristin Kay Thatcher</td>
<td>B.S.Nurs. (University of Toledo)</td>
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<tr>
<td>Kirsten Townsend</td>
<td>B.S.Nurs. (The Ohio State University)</td>
<td>Nursing</td>
</tr>
<tr>
<td>Master of Human Resource Management</td>
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<tr>
<td>Jonathan Fletcher Adams</td>
<td>B.S. (University of Pittsburgh)</td>
<td>Human Resource Management</td>
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<tr>
<td>Rachel C. Anstaett</td>
<td>B.S. (Indiana University)</td>
<td>Human Resource Management</td>
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<tr>
<td>Alexandra Marie Bartels</td>
<td>B.S. (The Ohio State University)</td>
<td>Human Resource Management</td>
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<tr>
<td>Scott D. Bassett</td>
<td>B.S.Bus.Adm. (The Ohio State University)</td>
<td>Human Resource Management</td>
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<tr>
<td>Elise Ethelyn Billsits</td>
<td>B.S. (The Ohio State University)</td>
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<tr>
<td>Olivia Suzanne Bley</td>
<td>B.A. (The Ohio State University)</td>
<td>Human Resource Management</td>
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<tr>
<td>Roy Bouez</td>
<td>B.S. (Lebanese American University)</td>
<td>Human Resource Management</td>
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<tr>
<td>Kaylee Elizabeth Bullington</td>
<td>B.S.Bus.Adm. (University of South Carolina)</td>
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<td>Katlin Burgett</td>
<td>B.A. (University of North Florida)</td>
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<tr>
<td>Kamilah Allyn Champion</td>
<td>B.A. (Western Kentucky University)</td>
<td>Human Resource Management</td>
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<td>Katherine Chen</td>
<td>B.A. (National Chung Cheng University)</td>
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<tr>
<td>Ambra M. Cruz</td>
<td>B.A. (University of Puerto Rico)</td>
<td>Human Resource Management</td>
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<td>Sarah Lynn Duerr</td>
<td>B.A. (University of Akron)</td>
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<td>Nicole Fisher</td>
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<td>Karlie Anne Hall</td>
<td>B.S. (Ohio University)</td>
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<td>Shannon Marie Barnett Harris</td>
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<td>Ho Kwan Hui</td>
<td>B.A. (University of Connecticut)</td>
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<td>Lindsay Nicole Hutchinson</td>
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<td>Alex Lucas Kudart</td>
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<td>Colleen N. Mallernee</td>
<td>B.A. (The Ohio State University)</td>
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<td>Ethan Albert McIntyre</td>
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<tr>
<td>Mitchell Alan Mullins II</td>
<td>B.S.Bus.Adm. (The Ohio State University)</td>
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<tr>
<td>Meredith Amanda Paparone</td>
<td>B.A. (Capital University)</td>
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<td>Zachary Regester</td>
<td>B.S.Bus.Adm. (University of South Carolina)</td>
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<tr>
<td>Karina Ribeiro Teixeira</td>
<td>Bachelor's (Pontificl Universidade Catolica do Rio de Janeiro)</td>
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<td>Anaksha Sahni</td>
<td>B.A. (University of Northern Iowa)</td>
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<td>Yushan Shen</td>
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<td>Quincy L. Walker</td>
<td>B.S. (University of San Francisco)</td>
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<td>Zhiqi Wang</td>
<td>B.A. (The Ohio State University)</td>
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<tr>
<td>Master of Landscape Architecture</td>
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<tr>
<td>Jared John Brocklehurst</td>
<td>B.S. Loyola University Chicago</td>
<td>Landscape Architecture</td>
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<td>Robert Benjamin Keast</td>
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<td>Sarah E. Sanders</td>
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<td>Haibo Sun</td>
<td>Bachelor's (Chinese Culture University)</td>
<td>Landscape Architecture</td>
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<tr>
<td>Harshat Verma</td>
<td>Architect (Gurobind Singh Indraprastha University)</td>
<td>Landscape Architecture</td>
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<td>Ellen Marie Warfield</td>
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<tr>
<td>Yiran Yang</td>
<td>B.Eng. (Beijing Forestry University)</td>
<td>Landscape Architecture</td>
</tr>
</tbody>
</table>
Master of Learning Technologies
Kevin Eugene Gowdy
B.S. (Metropolitan State College of Denver) Education

Barbara Jean Price
B.S.Bus.Adm. (The Ohio State University) Education

Joanne Baltazar Vakil
B.A. (Florida Atlantic University) Master's (Worcester Polytechnic Institute) Ph.D. (The Ohio State University) Education

Master of Mathematical Sciences
Chance Robert Alvarado
B.S. (The University of Findlay) Mathematics

Hannah Marie Brown
B.S. (Texas State University) Mathematics

Joseph William McKay Hunter
B.S. (University of Tennessee) Mathematics

Zachary Joseph Kronick
B.S. (The Ohio State University) Mathematics

Anna Leticia Falcone Miller
B.Mus.Ed. (Wheaton College) B.S. (The Ohio State University) Mathematics

Yushan Ying
B.Music (Grand Valley State University) Music

Master of Plant Health Management
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B.S. (Bowling Green State University) Plant Health Management

Michael Rizzi
Plant Health Management

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B.S.Agr. (The Ohio State University) Plant Health Management

Master of Public Administration
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Master of Public Health

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Devon Victoria Mendez  B.S. (California State University)  Public Health

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Cai Zhang  B.Med. ( Fujian University of Traditional Chinese Medicine)  Public Health

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Andrew Joseph Shonk  B.S. (Ohio University)  Health and Rehabilitation Sciences

Courtney Shea Thompson  B.S. (Marshall University)  Health and Rehabilitation Sciences

Master of Science

Turi Kenna Aarnes  B.A. (Hawaii) Pacific University  B.A. (University of Hawaii)  D.V.M. (University of Prince Edward Island)  M.S. (The Ohio State University)  Translational Pharmacology

Mehrdad Abbasi Gharacheh  Bachelor’s (Isfahan University of Technology)  Master’s (Amir Kabir University of Technology)  Materials Science and Engineering

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Kia Jewel Adams  B.S. (Florida State University)  Neuroscience Graduate Studies Program
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Katherine I. Best  
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Nursing

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B.S.Nurs. (Old Dominion University)  
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Anissa Kay Bingman  
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B.S. (Oklahoma State University)  
M.S. (State University of New York at Albany)  
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Health and Rehabilitation Sciences

Joshua Allen Brown  
B.S. (Indiana State University)  
Health and Rehabilitation Sciences

Kendra Elaine Brunner  
B.S.Hlth.Reh.Sci. (The Ohio State University)  
Nursing
<table>
<thead>
<tr>
<th>Name</th>
<th>Degrees and Institutions</th>
<th>Major</th>
</tr>
</thead>
<tbody>
<tr>
<td>Caroline McCarthy Buck</td>
<td>B.S.Nurs. (The Ohio State University)</td>
<td>Nursing</td>
</tr>
<tr>
<td>Alexandru Buga</td>
<td>B.S. (The Ohio State University)</td>
<td>Human Sciences</td>
</tr>
<tr>
<td>Stephanie Marguerite Burrows</td>
<td>B.A. (Ohio University)</td>
<td>Nursing</td>
</tr>
<tr>
<td>Samantha Louise Butterfield</td>
<td>B.S.Nurs. (The Ohio State University)</td>
<td>Nursing</td>
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<tr>
<td>Caitlyn Michelle Byrd</td>
<td>B.S.Nurs. (The Ohio State University)</td>
<td>Nursing</td>
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<tr>
<td>Ricky Allen Cantrell, Jr.</td>
<td>B.S.Nurs. (Capital University)</td>
<td>Nursing</td>
</tr>
<tr>
<td>Tyra Cao</td>
<td>B.S. (California Institute of Technology)</td>
<td>Astronomy</td>
</tr>
<tr>
<td>Joseph Alexander Caraballo</td>
<td>B.S.Elec.Cptr.Eng. (The Ohio State University)</td>
<td>Electrical and Computer Engineering</td>
</tr>
<tr>
<td>Sean Alan Carpenter</td>
<td>B.S.Food.Ag.Bio.Eng. (The Ohio State University)</td>
<td>Food, Agricultural and Biological Engineering</td>
</tr>
<tr>
<td>Thomas Casey</td>
<td>B.S. (North Dakota State University)</td>
<td>Agricultural Communication, Education, and Leadership</td>
</tr>
<tr>
<td>Elizabeth M. Cassandra</td>
<td>B.S.Nurs. (Ohio University)</td>
<td>Nursing</td>
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<tr>
<td>Marguerite Elisabeth Catanzaro</td>
<td>B.S. (Pennsylvania State University)</td>
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</tr>
<tr>
<td>Richard Alan Celestina</td>
<td>B.S.Mech.Eng., B.Music (The Ohio State University)</td>
<td>Mechanical Engineering</td>
</tr>
<tr>
<td>Cihan Alper Celikay</td>
<td>B.S. (Middle East Technical University)</td>
<td>Mechanical Engineering</td>
</tr>
<tr>
<td>Rishabh Chanana</td>
<td>B.Tech. (National Institutes of Technology, India)</td>
<td>Computer Science and Engineering</td>
</tr>
<tr>
<td>Mingrui Chen</td>
<td>B.Engr. (Wuhan University of Technology)</td>
<td>Electrical and Computer Engineering</td>
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<tr>
<td>Sijie Chen</td>
<td>B.S. (The Ohio State University)</td>
<td>Pharmaceutical Sciences</td>
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<tr>
<td>Yuecheng Chen</td>
<td>B.Eng. (Harbin Institute of Technology)</td>
<td>Industrial and Systems Engineering</td>
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<tr>
<td>Yulu Chen</td>
<td>B.S., M.S. (Eastern Michigan University)</td>
<td>Civil Engineering</td>
</tr>
<tr>
<td>Zhaohe Chen</td>
<td>B.S. (Southeast University)</td>
<td>Earth Sciences</td>
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<tr>
<td>Zhe Chen</td>
<td>Bachelor's (Sun Yat-sen University)</td>
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<tr>
<td>Yiwen Cheng</td>
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<tr>
<td>Mina Anjanette Cheriku</td>
<td>B.S.Hlth.Reh.Sci. (The Ohio State University)</td>
<td>Nursing</td>
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<tr>
<td>Esther Yun Chien</td>
<td>B.S.Pharm.Sci., D.D.S. (The Ohio State University)</td>
<td>Dentistry</td>
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<tr>
<td>Adarsh Choudhury</td>
<td>B.Tech. (Delhi Technological University)</td>
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<td>Adam Bijan Christopherson</td>
<td>B.S. (University of Wisconsin)</td>
<td>Mathematics</td>
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<td>Jordan Clark</td>
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<td>Joanna Claudy</td>
<td>B.S.Agr. (Purdue University)</td>
<td>Agricultural Communication, Education, and Leadership</td>
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<tr>
<td>Katlyn Christine Clubb</td>
<td>B.S.Nurs. (University of Kentucky)</td>
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<tr>
<td>Kristin Marie Cody</td>
<td>B.S. (University of Akron)</td>
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<td>Aislynn Autumn Leialoha Collier</td>
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<td>Toi Ania Collins</td>
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<td>Erika Michelle Conrad</td>
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<td>Matthew Raymond Cook</td>
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<td>Kathryn MacKenzie Corcoran</td>
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<tr>
<td>Patrick Marie Cordero Izzary</td>
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<tr>
<td>Evan Michael Cornellue</td>
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<tr>
<td>Caitlin Ann Craft</td>
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<td>Nursing</td>
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<td>Morgan Leigh Cranke</td>
<td>B.A. (The Ohio State University)</td>
<td>Nursing</td>
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<tr>
<td>Mary Agnes Cranley</td>
<td>B.S. (Ohio Wesleyan University)</td>
<td>Microbiology</td>
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<td>Sarah A. Craycraft</td>
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<td>Nursing</td>
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<td>Emily Marie Crouch</td>
<td>B.S. (Liberty University)</td>
<td>Health and Rehabilitation Sciences</td>
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<td>Zhihao Cui</td>
<td>B.S. (Lanzhou University)</td>
<td>Master's (Wuhan University)</td>
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<td>Gavin Hayes Cupp</td>
<td>B.S.H.D.F.S. (The Ohio State University)</td>
<td>Human Sciences</td>
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<td>Daniel Bohdan Cybyk</td>
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<td>Biomedical Engineering</td>
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<td>Benjamin Cyphers</td>
<td>B.S. (Robert Morris University)</td>
<td>Vision Science</td>
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<td>Surojit Datta</td>
<td>B.Tech. (Welfore Institute of Technology)</td>
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<tr>
<td>Ronald Harold Davies, Jr.</td>
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<td>Charles Drew Davis</td>
<td>B.S.Env.Nat.Res. (The Ohio State University)</td>
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<td>Harrison Olivia Davis</td>
<td>B.S. (Kent State University)</td>
<td>Chemistry</td>
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<td>Adreanna N. Dawson</td>
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<td>Jack Stuart DeLano</td>
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<td>Barbara Annamarie DeLaughter</td>
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<td>Colleen Dickey</td>
<td>B.S.Nurs. (Purdue University)</td>
<td>Nursing</td>
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<td>Elizabeth Christine Dobbs</td>
<td>B.S.Nurs. (Mount Carmel College of Nursing)</td>
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<td>Amy N. Dow</td>
<td>B.A. (Mount Vernon Nazarene University)</td>
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<td>Crystal Rae Doyle</td>
<td>B.S. (Truman State University)</td>
<td>Comparative and Veterinary Medicine</td>
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<td>Kristin Marie Cody</td>
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<td>Coty Marie Cody</td>
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Rodney Gracian Dsouza  
B.Tech. (Marinpal University)  
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Sydney Diane Duffy  
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Master's (Cornell University)
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Simeng Huang
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Nursing

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Nursing

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Nursing

Benjamin N. Karger
B.A. (Augustana College)
Anatomy

Kara Schach Katz
B.S.Nurs. (James Madison University)
Nursing
<table>
<thead>
<tr>
<th>Name</th>
<th>Degree(s)</th>
<th>School/Institution</th>
<th>Major</th>
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<tbody>
<tr>
<td>Pashmeen Kaur</td>
<td>B.S. (University of California, Los Angeles)</td>
<td>Statistics</td>
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<tr>
<td>Kristen E. Keenan</td>
<td>B.S. (Heidelberg University)</td>
<td>Nursing</td>
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<tr>
<td>Christopher Brady Keener</td>
<td>B.S. Mech.Eng. (Virginia Polytechnic Institute and State University)</td>
<td>Mechanical Engineering</td>
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<tr>
<td>Allison Keim</td>
<td>B.S. (University of Maryland, College Park)</td>
<td>Health and Rehabilitation Sciences</td>
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<td>Austin Michael Keller</td>
<td>B.S. Biomed.Sci. (The Ohio State University)</td>
<td>Microbiology</td>
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<td>Shannon Keirsten Kelley</td>
<td>B.A. (The Ohio State University)</td>
<td>Animal Sciences</td>
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<td>Ashlee Breanna Kelly</td>
<td>B.A. (West Virginia University)</td>
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<td>Brennan James Kelly</td>
<td>B.S. Elec.Cptr.Eng. (The Ohio State University)</td>
<td>Electrical and Computer Engineering</td>
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<td>Hannah Elizabeth Kenyon</td>
<td>B.S. Biomed.Eng. (The Ohio State University)</td>
<td>Biomedical Engineering</td>
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<td>Leah Kofmeh</td>
<td>B.S. (Pennsylvania State University)</td>
<td>Translational Pharmacology</td>
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<td>Joseph Barth Kolb III</td>
<td>B.S. (University of Virginia)</td>
<td>Chemical Engineering</td>
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<td>Daniela Korec</td>
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<td>Leihann Krenz</td>
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<td>Tazim Ridwan Billah Kashul</td>
<td>B.S. (Islamic University of Technology)</td>
<td>Electrical and Computer Engineering</td>
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<td>Lindsey LaBarge</td>
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<td>Sara Lacy</td>
<td>B.S. (Wright State University)</td>
<td>Health and Rehabilitation Sciences</td>
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<td>Loryssa Michelle Lake</td>
<td>B.S. (University of California)</td>
<td>Environmental Science</td>
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<td>Rashmi Lalwani</td>
<td>B.Tech. (Manipal University)</td>
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<td>M.Ed. (Ohio University)</td>
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<td>Adrian Vaughn Largent</td>
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<td>Electrical and Computer Engineering</td>
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<td>Sufian Latif</td>
<td>B.S. (Bangladesh University of Engineering)</td>
<td>Computer Science and Engineering</td>
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<td>Seunghyun Lee</td>
<td>B.S., M.S. (Yeungnam University)</td>
<td>Electrical and Computer Engineering</td>
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<td>Samantha Leibowitz</td>
<td>B.S. (Duke University)</td>
<td>Electrical and Computer Engineering</td>
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<td>Brianna Leigh Lepore</td>
<td>Genetic Counseling Graduate Program</td>
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<td>Megan Lewinski</td>
<td>B.S.Nurs. (University of Toledo)</td>
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<td>Ang Li</td>
<td>B.Engr. (Huazhong University of Science and Technology)</td>
<td>Computer Science and Engineering</td>
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<td>Hao Li</td>
<td>B.Engr. (University of Science and Technology of China)</td>
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<td>Jialin Li</td>
<td>B.Engr. (Central South University)</td>
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<td>Wenxin Li</td>
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<td>Electrical and Computer Engineering</td>
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<td>Xingyao Li</td>
<td>B.S. (The Ohio State University)</td>
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<td>Yizhou Li</td>
<td>B.Engr. (Harbin Institute of Technology)</td>
<td>Electrical and Computer Engineering</td>
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<td>Jui Chien Lin</td>
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<td>Yi Chun Lin</td>
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<td>Ryan Burr Linnabary</td>
<td>B.S.Elec.Cptr.Eng. (The Ohio State University)</td>
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<td>Boyue Liu</td>
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<td>Hualizhe Liu</td>
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<td>Wei Liu</td>
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<td>Xiao Liu</td>
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<td>Yongqi Liu</td>
<td>B.S. (University of Science and Technology of China)</td>
<td>Statistics</td>
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<td>Ziming Liu</td>
<td>Bachelor's (Northern Jiaotong University, Beijing)</td>
<td>Civil Engineering</td>
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<td>Brandon David Loftus</td>
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<td>Heyang Long</td>
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<td>Physics</td>
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<tr>
<td>Jacob Zachary Longenecker</td>
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<tr>
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<tr>
<td>Shana E. Lovell</td>
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<td>Tsan-Ming Lu</td>
<td>B.Bus.Adm. , Certificat (National Chung Hsing University)</td>
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<td>Wei-En Lu</td>
<td>B.S. (Grove City College)</td>
<td>Statistics</td>
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<tr>
<td>Kaitlyn Lucas</td>
<td>B.S.Nurs. (Northern Kentucky University)</td>
<td>Nursing</td>
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<tr>
<td>Karen R. Luciano</td>
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<td>Shawn Matthew Lunney</td>
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<td>Nursing</td>
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<td>Brandon Michael Lynch</td>
<td>B.S. (Wright State University)</td>
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<td>Hannah Ames Lyons</td>
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<tr>
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<td>Engineer (Taiyuan University of Technology)</td>
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B.S. (Michigan State University)
Vision Science

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Nursing

Emma Nwofor
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Pharm.D. (Notre Dame of Maryland University)
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B.S. Nurs. (Mount Carmel College of Nursing)
Nursing

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Nursing

Niecihe Rose Onyeneho
B.S.Hlth.Reh.Sci. (The Ohio State University)
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Fiyinfoluwa Lydia Oparinde
D.V.M. (Federal University of Agriculture)
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B.S.Nurs. (University of Cincinnati)
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B.S.Food.Ag.Bio.Eng. (The Ohio State University)
Genetic Counseling Graduate Program

Emily Starr Potosky
B.S. (Illinois Wesleyan University)
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B.S.Nurs. (Bowling Green State University)
Nursing

Laura Ashley Prifogle
B.S. (University of Cincinnati)
Nursing

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Katherine Gia Ta-McIntyre  
B.S.Hill.Reh.Sci. (The Ohio State University)  
Nursing

Shelby Young Taber  
B.S. (Texas State University)  
Environment and Natural Resources
<table>
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<tr>
<th>Name</th>
<th>Education/Institution</th>
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<td>Shalaka Vijay Takale</td>
<td>B.Tech., (University of Mumbai)</td>
</tr>
<tr>
<td>B.S. (University of Tokyo)</td>
<td>Electrical and Computer Engineering</td>
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<tr>
<td>Haoyou Tang</td>
<td>Bachelor’s (Shanghai University of Engineering Science)</td>
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<tr>
<td>D.V.M. (University of Ottao)</td>
<td>Electrical and Computer Engineering</td>
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<td>Soscia Camilla Tencate</td>
<td>B.S. (University of Otago)</td>
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<tr>
<td>D.V.M. (University of Melbourne)</td>
<td>Comparative and Veterinary Medicine</td>
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<tr>
<td>Angela Clara Tesny</td>
<td>B.S. Mech.Eng. (Ohio Northern University)</td>
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<tr>
<td>Mechanical Engineering</td>
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<tr>
<td>Monica Lee Thacker</td>
<td>B.S. Nurs. (The Ohio State University)</td>
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<td>Institute and State University)</td>
<td>Aerospace Engineering</td>
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<tr>
<td>Genevieve Thanh</td>
<td>B.S. Biomed.Eng. (The Ohio State University)</td>
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<tr>
<td>Biomedical Engineering</td>
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<tr>
<td>Alexander Edward Thieken</td>
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<tr>
<td>Electrical and Computer Engineering</td>
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<tr>
<td>Jaydeep Thik</td>
<td>B.Tech. (Charatuar University of Science &amp; Technology)</td>
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<tr>
<td>Computer Science and Engineering</td>
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<tr>
<td>Noah Matthew Thomas</td>
<td>B.S., M.Appl.Stats. (The Ohio State University)</td>
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<tr>
<td>Psychology</td>
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<td>Dylan Matthew Thompson</td>
<td>B.S. Civ.Eng. (The Ohio State University)</td>
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<td>Emma Ivory Thompson</td>
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<td>Vision Science</td>
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<td>Weihua Tian</td>
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<td>Electrical and Computer Engineering</td>
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<td>Ryan William Frederick Tietje</td>
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<tr>
<td>Food, Agricultural and Biological Engineering</td>
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<tr>
<td>Molly Tillis</td>
<td>B.S. Mech.Eng. (University of Dayton)</td>
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<td>Biomedical Engineering</td>
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<tr>
<td>Kathryn JoAnn Timko</td>
<td>B.S. (Delaware Valley College of Science and Agriculture)</td>
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<td>Comportative and Veterinary Medicine</td>
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<td>Tiffany Thu Truc To</td>
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<tr>
<td>Cosette Tolley</td>
<td>B.S. Nurs. (Mount Carmel College of Nursing)</td>
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<td>Michele Marie Toomey</td>
<td>B.S.Env.Nat.Res., B.S. Nurs. (The Ohio State University)</td>
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<td>Naveen Tumkur Ramesh Babu</td>
<td>B.Engr. (Vesvesvaraya Technological University)</td>
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<td>Computer Science and Engineering</td>
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<td>Hannah Marie Tyrrell</td>
<td>B.S. Nurs. (The Ohio State University)</td>
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<td>Meredith Marie Uhir</td>
<td>B.S. Nurs. (The Ohio State University)</td>
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<tr>
<td>Kate Valiero</td>
<td>B.S., M.S. (State University of New York at Stony Brook)</td>
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<tr>
<td>Psychology</td>
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<td>Kitrina Noel Van Dine</td>
<td>B.S. Nurs. (Ohio University)</td>
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<td>Skylar Rae Van Fossen</td>
<td>B.S. Nurs. (Ohio University)</td>
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<td>Abigail VanTynne</td>
<td>B.S. Agr. (The Ohio State University)</td>
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<td>Agricultural Communication, Education, and Leadership</td>
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<tr>
<td>Vivek Vattayam</td>
<td>B.S. (Rose-Hulman Institute of Technology)</td>
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<tr>
<td>Chemical Engineering</td>
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<tr>
<td>Martina Laura Vazquez Miranda</td>
<td>Título Bach. (Universidad Tecnológica Nacional)</td>
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<td>Environmental Science</td>
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<td>Sandeep Venkatesh</td>
<td>B.Engr. (Vesvesvaraya Technological University)</td>
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<td>Computer Science and Engineering</td>
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<td>Stephen Ryan Vidman</td>
<td>B.S. (Youngstown State University)</td>
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<tr>
<td>Health and Rehabilitation Sciences</td>
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<td>Aashrith Vishwanath</td>
<td>B.Engr. (Vesvesvaraya Technological University)</td>
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<td>Electrical and Computer Engineering</td>
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<td>Olga O. Vlashyn</td>
<td>Pham.D. (Purdue University)</td>
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<td>Pharmaceutical Sciences</td>
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<td>Industrial and Systems Engineering</td>
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<td>Alana Shelene Wagner</td>
<td>B.S. Nurs. (Muskingum University)</td>
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<td>Emily K. Walker</td>
<td>Environmental Science</td>
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<td>Heath William Walker</td>
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<td>Welding Engineering</td>
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<tr>
<td>Stacy Walker</td>
<td>B.S. Nurs. (University of Toledo)</td>
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<td>Nursing</td>
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<tr>
<td>Amy Rebecca Walton</td>
<td>B.S. Nurs. (Hondros College)</td>
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<td>Han Wang</td>
<td>B.Engr. (Tongji University)</td>
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<td>Electrical and Computer Engineering</td>
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<td>Food, Agricultural and Biological Engineering</td>
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<td>Jingyi Wang</td>
<td>Bachelor's (Beijing Normal University)</td>
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<td>Psychology</td>
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<td>Statistics</td>
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<tr>
<td>Wesley Wang</td>
<td>B.S. (University of Washington)</td>
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<tr>
<td>Neuroscience Graduate Studies Program</td>
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<tr>
<td>Yu Wang</td>
<td>B.S. (Donghua University)</td>
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<tr>
<td>Electrical and Computer Engineering</td>
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<tr>
<td>Brenna Weadick</td>
<td>B.S. Pharm.Sci. (University of Toledo)</td>
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<tr>
<td>Pharmaceutical Sciences</td>
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<td>Austen Loyz Weeks</td>
<td>B.S. (Brigham Young University)</td>
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<tr>
<td>Dentalistry</td>
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<td>Bond Noel Weidman</td>
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<tr>
<td>Simone Marin Weimann</td>
<td>B.A. (State University of New York at Geneseo)</td>
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<tr>
<td>Genetic Counseling Graduate Program</td>
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<td>Elain Jonathan Weiss</td>
<td>B.S. (Case Western Reserve University)</td>
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<td>Lindsey Clare Welch</td>
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<td>Geodetic Science and Surveying</td>
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<td>Rachel Williamson</td>
<td>B.S. (Notre Dame College)</td>
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<td>Emily Quade Willmann</td>
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<td>Lisa Wilson</td>
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<td>Madeline Marie Winans</td>
<td>B.S. (The Ohio State University)</td>
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<tr>
<td>Animal Sciences</td>
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<tr>
<td>Holly Lynn Winfield</td>
<td>B.A. (Point Park University)</td>
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<tr>
<td>Health and Rehabilitation Sciences</td>
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<tr>
<td>Isaac Alexandre Wolfe</td>
<td>B.S. (The Ohio State University)</td>
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<tr>
<td>Alyssa Wright</td>
<td>B.S. Nurs. (University of Pittsburgh)</td>
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Mengqi Wu  
Electrical and Computer Engineering

Pavлина Xhelilaj  
Bachelor's (University of Tirana)  
Nursing

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M.S. (South Dakota State University)  
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Xiaozhi Yang  
B.S. (University of Illinois)  
Psychology

Hung-Hsiu Yen  
B.S. (National Changhua University of Education)  
M.S. (National Taing Hua University)  
Electrical and Computer Engineering

Wenyuan Yin  
B.A. (University of Louisville)  
Neuroscience Graduate Studies Program

Rebecca Leigh Youngs  
B.S.Nutrition (The Ohio State University)  
Human Sciences

Nicolete Kathleen Younts  
B.S.Hlt.Reh.Sci. (The Ohio State University)  
Nursing

Haozhen Yu  
B.S. (University of Science and Technology of China)  
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Evan Eric Zamot  
B.A. (Rutgers University)  
Translational Pharmacology

Geoffrey Joseph Zann II  
B.A. (Yale University)  
D.V.M. (University of Florida)  
Comparative and Veterinary Medicine

Angel Bernardo Zapata Arias  
Bachelor's (Academia Politecnica Militar)  
Geodetic Science and Surveying

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B.S.Mech.Eng. (The Ohio State University)  
Mechanical Engineering

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Electrical and Computer Engineering

Haifan Zhang  
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Electrical and Computer Engineering

Hua Zhang  
B.Eng. (Shanghai University of Electric Power)  
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Ruochen Zhao  
Bachelor's (Northeastern University)  
Statistics

Wenxuan Zhao  
B.Eng. (Southwest Jiaotong University)  
Environmental Science

Zhichen Zhao  
B.A. (Zhejiang University)  
Statistics

Haley Marie Zynda  
Animal Sciences

Master of Social Work

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Jhuma Nath Acharya  
B.S. (University of North Bengal)  
Master's (Tribhuvan University)  
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Social Work

Markia Breanne Boone  
Diploma (Ohio Business College)  
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Social Work

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B.S.Soc.Work (The Ohio State University)  
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John Glenn Brandl  
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Anastasia Britt  
B.A. (The Ohio State University)  
Master's (Kent State University)  
Social Work

Hannah Lemley Broadright  
B.S.Soc.Work (The Ohio State University)  
Social Work

Olivia Annie Brock  
B.S.Soc.Work (La Salle University)  
Social Work

Taylor Marie Broermann  
B.A. (Miami University)  
Social Work
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<th>Name</th>
<th>University and Degree(s)</th>
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<td>Quincy Marie Brook-Grimes</td>
<td>B.S. (The Ohio State University)</td>
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<td>Morgan Bailey Brooke</td>
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<td>Jessica Marie Filbrun</td>
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<tr>
<td>Hailey Spring Fletcher</td>
<td>Bachelor’s (Ohio University)</td>
<td>Social Work</td>
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</table>
February 23-25, 2021, Board of Trustees Meetings

Melissa Flynn
B.S.Sc.Work (The Ohio State University)
Social Work

Chahdai Bernice Foreman
B.A. (Ohio Northern University)
Social Work

Alexis Brooke Frazier
B.S. (Western Michigan University)
Social Work

Stephanie Leigh Garber
B.S. (Miami University)
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Jonathan Charles Granof
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B.F.A. (University of Wisconsin)

Bachelor's (Capital University)

B.S.Soc.Work (University of Tennessee)

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Emma Elizabeth Guckenberger
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Maria D. Hall
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Amy Marie Hamilton
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M.Educ. (Ashland University)
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Charity Hankins
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Leah Marie Harper
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Social Work

Korie Hearrell
B.S. (University of North Carolina at Charlotte)
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B.S.Educ. (Youngstown State University)
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Julie Ann Hood
B.A. (Baldwin Wallace University)
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Michael Alan Howell, Jr.
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Social Work

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B.S. (The Ohio State University)
Social Work

Cynthia Elaine Hudson
Bachelor's (Capital University)
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Jacquelyn Ray Hunsicker
B.A. (Indiana University South Bend)
Social Work

Heather Caitlin Jackson
B.S.Sc.Work (Indiana University East)
Social Work

Courtney Anne James
B.S. (Kent State University)
Social Work

Elizabeth Rosalyn Jawiec
B.A. (Saint Norbert College)
Social Work

Catherine Page Jennings
B.S. (Brigham Young University)
M.S. (University of Bristol)
Social Work

Rebecca Marie Jeu
B.S.Sc.Work (The Ohio State University)
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Brittany A. Johnston
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Victoria Hope Johnston
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Star June
B.A., B.S. (Ohio State University)
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Tipoko Martine Kabore
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Jessica Jo Kain
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Kathleen S. Kaura
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B.A. (University of Montana)
Social Work

Rebecca Ann Keener
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Social Work

Hannah Elizabeth Kelley
B.S.Sc.Work (The Ohio State University)
Social Work

Brandi Nicole Kerby
B.S.Sc.Work (The Ohio State University)
Social Work

Bailey N. Kerstetter
B.A. (Ohio University)
Social Work

Kali Kerstetter
B.S. (Slippery Rock University)
Social Work
<table>
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<tr>
<th>Name</th>
<th>Degree(s)</th>
<th>Field</th>
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<tr>
<td>Samantha Plewes</td>
<td>B.S. Soc.Wrk (Capital University)</td>
<td>Social Work</td>
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<tr>
<td>Alexa Jacqueline Ploss</td>
<td>B.A., B.S. (University of Delaware)</td>
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<td>Marie Shadid</td>
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<td>Social Work</td>
</tr>
<tr>
<td>Tasneem Jebreel Shalash</td>
<td>B.S.Soc.Wrk (The Ohio State University)</td>
<td>Social Work</td>
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<tr>
<td>Tina Lynn Shaw</td>
<td>B.S.Soc.Wrk (The Ohio State University)</td>
<td>Social Work</td>
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<tr>
<td>Emily Danielle Sheedy</td>
<td>B.A. (The Ohio State University)</td>
<td>Social Work</td>
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<tr>
<td>Iman Adnan Shehabib</td>
<td>B.S.Soc.Wrk (The Ohio State University)</td>
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<tr>
<td>Zachary C. Simmons</td>
<td>B.A. (The Ohio State University)</td>
<td>Social Work</td>
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<tr>
<td>Brianna Leigh Sivy</td>
<td>B.S.Soc.Wrk (Ohio University)</td>
<td>Social Work</td>
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<tr>
<td>Morgan Rae Skaff</td>
<td>B.A., B.S.Soc.Wrk (The Ohio State University)</td>
<td>Social Work</td>
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<tr>
<td>Annessa Yvonne Slater</td>
<td>B.Bus.Adm. (Tiffin University)</td>
<td>Social Work</td>
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<tr>
<td>Danielle Nicole Smart</td>
<td>B.S.Soc.Wrk (The Ohio State University)</td>
<td>Social Work</td>
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<tr>
<td>Christina Smith</td>
<td>B.S.Soc.Wrk (The Ohio State University)</td>
<td>Social Work</td>
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<tr>
<td>Elena Smith</td>
<td>B.S. (The Ohio State University)</td>
<td>Social Work</td>
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<tr>
<td>Eric Malloy Sowers</td>
<td>B.A. (Kent State University)</td>
<td>Social Work</td>
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<tr>
<td>Hunter Danielle Spittler</td>
<td>B.S.Soc.Wrk (The Ohio State University)</td>
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<tr>
<td>Anna Grace Sprowls</td>
<td>B.S.Soc.Wrk (Ashland University)</td>
<td>Social Work</td>
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<tr>
<td>Christopher Robert Stahr</td>
<td>Bachelor's (Ohio University)</td>
<td>Social Work</td>
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<tr>
<td>Victoria Lee Strauss</td>
<td>B.A. (Florida Atlantic University)</td>
<td>Social Work</td>
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<tr>
<td>Rose Katherine Sweeney</td>
<td>B.S.Soc.Wrk (University of Cincinnati)</td>
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<tr>
<td>Dodie Elaine Swick</td>
<td>B.A. (Ohio University)</td>
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<tr>
<td>Lindsay Marie Swihart</td>
<td>B.A. (Wittenberg University)</td>
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<tr>
<td>Stephanie Sue-Marie Tankalavage</td>
<td>B.S. (Pennsylvania State University)</td>
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<tr>
<td>Eric James Taube</td>
<td>B.A. (The Ohio State University)</td>
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<tr>
<td>Chelsie Shalea-Larrie Taylor</td>
<td>B.A. (The Ohio State University)</td>
<td>Social Work</td>
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<tr>
<td>Maria Ann Tepe</td>
<td>B.S.Ed. (Miami University)</td>
<td>Social Work</td>
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<tr>
<td>Andrea Michelle Thompson</td>
<td>B.A. (The Ohio State University)</td>
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<tr>
<td>Haley Marie Thompson</td>
<td>B.S.Soc.Wrk (University of Cincinnati)</td>
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<tr>
<td>Sarah Brooke Thornberry</td>
<td>B.S. (Brandman University)</td>
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<tr>
<td>Julia Arlene Tiel</td>
<td>B.A. (The Ohio State University)</td>
<td>Social Work</td>
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<tr>
<td>Mason R. Tilford-Mabry</td>
<td>Bachelor's (Bowling Green State University)</td>
<td>Social Work</td>
</tr>
<tr>
<td>Kirah Jane Triplett</td>
<td>B.A. (Kent State University)</td>
<td>Social Work</td>
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<tr>
<td>Alaina Christine Uturup</td>
<td>B.S.Soc.Wrk (The Ohio State University)</td>
<td>Social Work</td>
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<tr>
<td>Jessica Lyn Van Linge</td>
<td>B.A. (Ohio University)</td>
<td>Social Work</td>
</tr>
<tr>
<td>Brittany VanTilburg</td>
<td>B.S. (Ashland University)</td>
<td>Social Work</td>
</tr>
</tbody>
</table>
February 23-25, 2021, Board of Trustees Meetings

Mallory Rae Varndell
B.S.H.D.F.S. (Pennsylvania State University)
Social Work

Kathryn Elizabeth Varney
B.A. (University of Kentucky)
Social Work

Kristyn Eve Vergauwen
B.A. (Wittenberg University)
Social Work

Sally Vogel
B.S. (The Ohio State University)
Social Work

Danny Thomas Wade, Jr.
B.A. (Ohio Dominican University)
Social Work

McKinzi J. Warren
B.A., B.S.Hum.Ecol. (The Ohio State University)
Social Work

Jesslyn Marie Watson
B.A. (The Ohio State University)
Social Work

Erika Elizabeth Webb
B.S.Soc.Work (The Ohio State University)
Social Work

Daniel Weintraub
B.A. (Ohio Wesleyan University)
Social Work

Allyson Westenkirchner
B.Ed. (University of Toledo)
M.A. (University of Phoenix)
Social Work

Jessica Lee White
B.A. (Colorado State University - Global Campus)
Social Work

Courtney Nicole Wilkins
Bachelor’s (Tiffin University)
Social Work

Maeve Willis
B.S. (University of Rochester)
Social Work

Nicole Rebekah Willis
B.S.Soc.Work (The Ohio State University)
Social Work

Keera Sadie Alexis Wilmoth
B.A. (Mount Vernon Nazarene University)
Social Work

Brian Lee Wood
B.S.Soc.Work (Mount Vernon Nazarene University)
Social Work

Antwan Jamar Woods
B.S.Soc.Work (The Ohio State University)
Social Work

Kaley Yutzy
B.S.Soc.Work (The Ohio State University)
Social Work

Timothy Daniel Zuercher
B.A. (Malone University)
Social Work

Master of Sports Coaching
Corey Douglas Briggs
Bachelors’s (Ohio Northern University)
Human Sciences

Sierra Michelle Cydrius
B.S.H.P.N.E.S. (The Ohio State University)
Human Sciences

Jackie Amy Detior
B.S. (University of Wisconsin)
Human Sciences

Jinky Dunne
B.A. (The Ohio State University)
Human Sciences

Christopher Friend
B.S. (Eureka College)
Human Sciences

Masoumeh Ghoroghi
Bachelor’s (Al Zahra University)
M.A. (Central Michigan University)
Human Sciences

Casey McKae-Mock
B.S.Educ. (Bowling Green State University)
Human Sciences

James Joseph Sferra III
B.S.Educ. (The Ohio State University)
Human Sciences

Jelizaveta Simaceva
B.S. (Latvian Academy of Sport Education)
Human Sciences

Specialized Master in Business
Gitanjalli Ajay Prasad
B.S.Bus.Adm. (The Ohio State University)
Business Administration: Finance

Malavika Anurop
Bachelor’s (School of Planning and Architecture)
Business Administration: Finance

Tanner B. Azadarian
B.S.Bus.Adm. (The Ohio State University)
Business Administration: Finance

Steven Matthew Bauers
B.S.Bus.Adm. (The Ohio State University)
Business Administration: Finance

Paul Joseph Beto
B.S.Bus.Adm. (The Ohio State University)
Business Administration: Finance

Samuel H. Blair
B.A. (University of Pittsburgh)
Business Administration: Finance

Colter DeCoste
B.S. (Stetson University)
Business Administration: Finance

Kristian Thomas Gerken
B.S.Hum.Ecol. (The Ohio State University)
Business Administration: Finance

JW J. Jackson III
B.S. (Eastern Michigan University)
Business Administration: Finance

Alexander Lasala Jahan
B.S.Bus.Adm. (The Ohio State University)
Business Administration: Finance

Gurkamal S. Johal
B.A. (Baldwin Wallace University)
Business Administration: Finance

Sangjee Kim
Bachelor’s (Hitotsubashi University)
Business Administration: Finance

Felix Alexander Kramstroem
B.S. (Lynn University)
Business Administration: Finance

Jordan Limner
B.S. (University of Florida)
Business Administration: Finance

Carl F. Lindgren
B.S. (Northern Illinois University)
Business Administration: Finance

Anthony Jackson Little
B.S. (The Ohio State University)
Business Administration: Finance

Lanjun Ma
B.Bus.Adm. (University of Cincinnati)
Business Administration: Finance

Eman A. Mahmoud
B.S. (Caro University)
Business Administration: Finance

Rachel Lynn Martin
B.S. (Bowling Green State University)
Business Administration: Finance

Leonardo G. Messes
B.S. (Northern Kentucky University)
Business Administration: Finance

Alexander N. Meurer
B.A. (Denison University)
Business Administration: Finance

Abel Porter
B.S. (Utah State University)
Business Administration: Finance

Cunqi Ren
B.S. (University of Delaware)
Business Administration: Finance

Rachel Gabriele Sigulinsky
B.S.Bus.Adm. (The Ohio State University)
Business Administration: Finance

Christian J. Sobczak
B.S. (University of Nevada, Las Vegas)
Business Administration: Finance

Sarah Stanley
B.S.Bus.Adm. (The Ohio State University)
Business Administration: Finance

Conner Stein
B.S. (University of Kentucky)
Business Administration: Finance

Mats Elis Svaerd
B.S. (California State University)
Business Administration: Finance

Cruz Venegas
B.S.Bus.Adm. (The Ohio State University)
Business Administration: Finance

Eric Wenz
Bachelor’s (Hofstra University)
Business Administration: Finance

Szu Yi Wu
B.A. (National Chung Cheng University)
Business Administration: Finance

Qiayun Zhao
B.A., B.S.Bus.Adm. (The Ohio State University)
M.S. (University of Western Ontario)
Business Administration: Finance

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College of Arts and Sciences

Executive Dean: Gretchen Ritter

Peter L. Hahn, Divisional Dean

Arts and Humanities

Susan V. Olesik, Divisional Dean

Natural and Mathematical Sciences

Ryan D. King, Divisional Dean

Social and Behavioral Sciences

Bachelor of Arts

Nasser Aamer
Fatma Samey Abdullahi Mohamad
Abraham
Hiba Abdouni
Ismail Omar Abduljadir
Kamela Rashada Abdulrazaqaq
Benjamin Michel Abi

Cum Laude

Tammam Imad Aboucachine
Michelle Angela Abraham
Mustafa Waheed Abubakar
Deanna Abukaff
Ahmad Abukhead
Megan Cum Laude
Ahmad Mohammed Abuzamieh
Megan Cum Laude
Blair Noel Aceveski
Kaylen Ackerman
Brandon Anthony Acosta
Emily Catherine Adams
Summer Cum Laude

with Research Distinction in History

Justin Michael Adams
Maryan Aden
Brittney Logan Adler
Miriam Aden
Justin Michael Adams
Emily Catherine Adams
Brandon Anthony Acosta
Emily Catherine Adams
Summer Cum Laude

with Research Distinction in History

Degan Fuad Ali
Cum Laude
Christina Carabine Allen
Summer Cum Laude
Danesh Chante Allen
Taylor Crawford Allen
Julie Lauren Alley
Cum Laude
Hailey Jo Allman
Jens Madison Alfred
Andrea Almeida Rodriguez
Cum Laude
Ghadeer Sami Alrabadi
Elsa Adrianna Alvardo
Megan Julianna Amling
Bennet Ansalou
Cum Laude
Claire Elise Anderson
Cum Laude
Kaitlyn Anderson
Meghan Marie Anderson
Meghan Cum Laude
Hailey Jo Andrews
Sophia Mira Arufrunyilo
Cum Laude
Alison Nicole Appelfielder
Juliana Olivia Applestein
Cum Laude
Kalten Abdi Arab
Omar Arbadi
Alexander Joshua Arch
Meghan Cum Laude
with Honors in the Arts and Sciences
Magen Eleanor Arneschied
Summer Cum Laude
Madeleine Belle Argus
Summer Cum Laude
Grace Kathleen Aristide
Cum Laude
Alyse Angela Arko
Gary S. Arryn
Summer Cum Laude
Katrina Marie Ardnt
Meghan Cum Laude
with Research Distinction in Comparative Studies
Lucas Crane Atha
Cum Laude
Shelby Anne Auckerman
Carly Nadine Ayers
Grace tích
Meghan Cum Laude
Lovette Emeryjking Azap
Katelyn Nicole Babich
Sarah Grace Bach
Summer Cum Laude
with Research Distinction in English
Kaylie Danielle Baciak
Samuel Joshua Backiewicz
Xiaogei Bai
David Joseph Bailey
Caroline Grace Baker
Meghan Cum Laude
Leah Hope Baker
Cum Laude
Macy Alivia Baker
Derek Andrew Ballinger
Cum Laude
Bernard Yuan Banaga
Sicen Bao
Jeffery Larson Barkcet
Summer Cum Laude

with Research Distinction in History

Hunter Joseph Barco
Cory Willner Bargemann
Summer Cum Laude
Janelle Rene Barker
Summer Cum Laude
Maxwell Robert Barnes
Austin Dakota Barney
Jamie Elizabeth Barrett
Colton Daniel Barry
Kinley Madison Barth
Cum Laude
Brittany Nicole Bartholow
Alison Paige Bash
Devon Basinger
Cum Laude
Tabitha M. Baughman
Cum Laude
Alyssa Nicole Baumbick
Kasondra Lynn Bayfies
Summer Cum Laude
Kayla Anne Beals
Reaghan McKenzie Beaver
Cum Laude
Emileigh Ann Beckolt
Bryce Alex Beckham
Nicholas William Bednar
Summer Cum Laude
with Research Distinction in Linguistics
Claire Jillian Bednarski
Summer Cum Laude
Alexandra Nicole Beekhuizen
Sarah Michelle Belak
Hannah Belden
Summer Cum Laude
Jacob Thomas Bellasado
Cum Laude
Anis Belouadah
Meghan Cum Laude
Joseph Alan Belson
Meghan Cum Laude
Evon Matthew Belsky
Cum Laude
Mattho Bennett
Summer Cum Laude
Britain Alexandra Bennett
Kristen Hope Bennett
Reilly Elise Bennett
Robert Spencer Berg
Joseph Dominic Bergamasca
Cum Laude
Kathryn Bergmann
Summer Cum Laude
with Honors in the Arts and Sciences
David Lee Edward Bergunzi
Amy Cynthia Berthe
Michael Ryan Berick
Cum Laude
Jordan Eve Berkowitz
Summer Cum Laude
with Honors in the Arts and Sciences
Lacie Arielle Berkowitz
Maegan Cum Laude
Matthew Albert Berman
Summer Cum Laude
Emma Jeanne Bembole
Meghan Cum Laude
Logan Robert Bernhardt
Sydney Marie Bernthold
Carlos E. Bernos
Colin Perry Biddinger
Cum Laude
Joseph McKenzie Biesiada
Michayla Love Maryland Binkley
Christina Athanasia Bizos
Cum Laude
Adam Black
Spencer Patrick Black
Alexes Janae Blackmon
Megan Cum Laude
Briania Blair
Cum Laude
Esther P. Blamo
Ethan Kirkpatrick Blandino
Tory Elizabeth Bleile
Molly Janet Bloor
Cum Laude
Annie Rose Blum
Cum Laude
Christopher David Bock
Christian Steven Bodney
Tamera Marie Boeck
Brandon Michael Boecker
Megan Cum Laude
Marcus David Boecker
Cum Laude
Elizabeth Margaret Bohinski
Megan Cum Laude
Patricia Alexandria Boicourt
Cum Laude
Allison M. Bolam
Summer Cum Laude
Jakob Matthew Bolman
Summer Cum Laude
Graydon Kenneth Boocott
Jordan Elisa Booker
Megan Cum Laude
Jalen Jeffrey Boothman
Joseph William Borger
Todd Christopher Borgerson
Anthony Noble Borsani
Kirsten Bowe
Anastaya Dayawn Bowling
Halilrae Roe Bowman
Jacob Scott Bowman
Cum Laude
Robert Bowman
Sean Michael Bowman
Attalanta Renee Noel Boykin
Summer Cum Laude
Wylie Boyle
Chloe Taylor Bradley
Megan Lynn Bradley
Megan Cum Laude
Adrian James Brady
Jacqueline Nicole Brady
Summer Cum Laude
Travis Bralley
Austin M. Brammer
Cum Laude
Justin Downs Brannon
Frances Mendez Breedenstein
Madison Bricker
Kathryn Alina Bridge
Jeremy Michael Bridges
T'ai Monique Bridges
Jack Henry Brim
Bashir Oluwatosi Binnah
Cum Laude
Lisa Michelle Brinsmead
February 23-25, 2021, Board of Trustees Meetings

Caleb Erlandson
Evans Michael Ertl Murray
Sarah Estes
Cum Laude
Davis Kelly Evavoff
Jackson Robert Armstrong Evans
Erika Evett
Katharine Marie Everetts
Cum Laude
Emily C. Ewing
Naomi Bereket Eyassu
Carrigan Shea Eryolles
Cum Laude
Catlin Marlene Fagan
Megan Cum Laude
Madeline Feagelson
Samantha Lynn Faingold
Summa Cum Laude
with Honors in the Arts and Sciences
Robert Allen Fair, Jr.
Zhaoyi Fang
Eman Fatdala
Paul Francis Faupel III
Cum Laude
Cedric Faussey
Megan Elizabeth Fava
Cum Laude
Matthew Mario Fazio
Audra Kate Feddrix
David Andrew Fedj
Tegwen Elaine Feldbush
Summa Cum Laude
Brett Joseph Feldman
Ongying Feng
Kendyl Anne Ferrara
Megan Cum Laude
Claire Marie Fiorelli
Frank Howard Fiortto
Megan Cum Laude
Kenneth Allen Fisher III
Cum Laude
Nathan Patrick Fisher
Megan Cum Laude
with Honors in the Arts and Sciences
Greta Katheryn Fitch
William Dante Fitzgerald
Megan Cum Laude
Urash Paige Fitzpatrick
Colin Robert Finangan
with Research Distinction in Political Science
William Paul Flaws, Jr.
Megan Cum Laude
Abby Lynn Fleming
Megan Cum Laude
Aurora Véronique Fleming
Megan Cum Laude
Jordyn Marie Flowers
Nicholas Alexander Floyd
Ryan Michael Flynn
Caroline Grace Foley
Summa Cum Laude
Peta Noelle Marguerite Forbes
Cum Laude
Julia Margaret Ford
Madison Denise Formet
Cassandra L. Foster
Noah Alexander Fox
Olive Jeannine Fox
Summa Cum Laude
Kelsey Morgan Frahn
Riley Gordon Frankhouser
Cum Laude
Cameron Matthew Frazee
Heather Celeste Freytag
Gabrielle Marie Frick
Cum Laude
Jenna Rene Friell
Cum Laude
Sarah Eileen Mary Fry
Erika Kayein Fuchik
Claudia Fuentes
Tyler Lee Furulaz
Alyssa Fuller
Megan Cum Laude
Anthony Haley Jean Fuller
Robert Connor Funk
Walter Zachary Furnas
Gellia Gabayebah
Darius Sean Gainer
Megan Cum Laude
Kyle Andrew Galleau
Chengyi Gao
Megan Cum Laude
Miao Gao
Megan Cum Laude
Shan Gao
Megan Cum Laude
with Research Distinction in Psychology
Sara Gara
Summa Cum Laude
Mia Vanessa Garcia
with Research Distinction in Psychology
Lidia Kassandra Garcia Berrelleza
Nathaniel Eric Garens
Cum Laude
Blake Alexander Garman
Jacob Whitmore Garrett
Cum Laude
with Research Distinction in History
Lydia Carol Garris
Ohilebo Garubi
Corbin Ray Garza
Daniel Garza
Megan Cum Laude
Omari Mensah Gaskins, Jr.
Kathryn Garrif
Zackary Aner Gatto
Jacques Reed Gauthier
Tori F. Geller
Rita Rose Gentile
Summa Cum Laude
Maya Nicole Georgallis
David Herlihy George
Timothy Gerholst
Connor Gessels
Elise Nicole Gevauan
Cum Laude
Jelara Aikl Gibson
Marcy Ann Gifford
Summa Cum Laude
Gunjevan Singh Gill
Cameron Nicole Giordano
Samuel Dean Giordano
Cum Laude
Jennifer Marie Gladstone
Amy Leigh Glaze
Elyse Mary Gleeson
Leo Alexander Glowacki
Cum Laude
Defer Regassa Gobena
Binu Devangi Goday
Magna Cum Laude
with Honors in the Arts and Sciences
Lily Bromwyn Goettler
Magna Cum Laude
Elsieala Amanda Gomez
Chen Gong
Gongzaahxai
Aaron Elias Gonzalez
Magna Cum Laude
Christopher Gonzalez
Ian Guy Googins
Cum Laude
Eve Michaela Gordon
Magna Cum Laude
Jonathan Graham
Emma Victoria Granitas
Cum Laude
Sebastian Scott Gravelle
Logan Emily Graves
Megan Cum Laude
Kamrony Mary George
Ashley Elizabeth Graydon
Samuel Lewis Green
Magna Cum Laude
with Honors in the Arts and Sciences
Sydney Sierra Alexis Green
Magna Cum Laude
Alexa Joy Greenbaum
Alexa Greenberg
Cum Laude
Troy Gregor
Todd Anthony Grether
Michael James Grimm
Tyler Nicole Grimshaw
Magna Cum Laude
Daniel James Gross
Cum Laude
Haley Grubb
Magna Cum Laude
with Honors in the Arts and Sciences
Cody J. Guel
Marc Christian Gusealn
Edward Michael Gumiakia, Jr.
Spencer Daulton Cearley Gunnell
Magna Cum Laude
Laura Elizabeth Gurtner
Cum Laude
Justin Joseph Haase
Grant Thomas Hack
Blayz Rebecca Hacket
Summa Cum Laude
Francesca Alexandra Hadden
Mercedes Mckinzie Haga
Jenna Marie Hagan
Luscen Cesar Haison
Molly Frances Haines
Mario Delyn Hainesworth
Ayan Haji
McKayla Alexandra Haddadin
Magna Cum Laude
with Honors in the Arts and Sciences
Emma Elizabeth Halm
Magna Cum Laude
Zaid M. Nader Hamdan
1410
Norma Hernandez  
Haley Elizabeth Herrmann  
Cum Laude  
Olivia Rae Hersh  
Summa Cum Laude  
Margo Lynn Hertzler  
Magna Cum Laude  
with Honors in the Arts and Sciences  
with Honors Research Distinction in History  
Morgan Ann Hettick  
Abigail Nicole Hickey  
Abigail Marie Hickle  
Austin Lee Hickman  
Cum Laude  
Sarah Elizabeth Hidy  
Aseel Feras Hijazin  
Sarah A. Hildreth  
Cum Laude  
with Honors in the Arts and Sciences  
Austin Michael Hill  
Emily Nicole Himsel  
Veronica Em Hing  
Jhonathan Paul Hinkman  
Timothy Kendall Hinton  
Spencer Lee Hipsher  
Cum Laude  
Jensen Dale Hittle  
Sandra Dao Hoang  
Alexandra Morgan Hock  
Katarina Loren Hodge  
Christopher John Hoffman II  
Alexis Nicole Hogle  
Sydney Mikalath Hollderness  
Kennedy Holloway  
Maeva Kaythl Hollowell  
Rebecca Holt  
Lauryn Thelise LeRene Honeywood  
Edmond Cordrell Hooke  
Summa Cum Laude  
Jessica Horvat  
Cum Laude  
Savannah Kay Hosey  
Magna Cum Laude  
Kara Margaret Howard  
Summa Cum Laude  
Trey Renee Howard  
Lauren Olivia Hozlan  
Cum Laude  
Natalie Marie Hricovsky  
Magna Cum Laude  
Qianyu Hu  
Chen Huang  
Wei Huang  
Zyi Huang  
Magna Cum Laude  
Katie Katarina Hudak  
Cum Laude  
Elizabeth Jane Huggins  
Summa Cum Laude  
Rebecca Humm  
Wyatt French Walter Hundley  
Chloe Lee Hunkins  
Daniel Patrick Hunt  
Cum Laude  
Emily Noel Hunter  
Cum Laude  
Margaret Grace Hunter  
Laila Huri  
Cum Laude  
Jamie Elizabeth Hurst  
Magna Cum Laude  
Zachary Ryan Hurst  
Barlin Nur Hussein  
Dannah Abdelhakim Hussein  
Madison Marie Hussey  
Abigail Kathryn Hutchison  
Rachel Xiao Mei Hutchison  
Oliva Louise Hyde  
Emma Rae Iannarino  
Summa Cum Laude  
Anthony Igbalajobi  
Sebastian Imtolda  
Meghan Danielle Ingram  
Julie Bernadette Imman  
Alexandra Marie InOquate-Geumbes  
Magna Cum Laude  
Najam Mohammed Irshad  
Yohanna Isaac  
Haidyn Isenhart  
Magna Cum Laude  
Serena Susana Ishwar  
Cum Laude  
Sondos Abdulre Issaa  
Cum Laude  
Danielle Marie Ivancic  
Magna Cum Laude  
Alyssa Rochelle Ivey  
Skyler Rhys Jackim  
Summa Cum Laude  
Jeremiah James Allonz Jackson  
Summa Cum Laude  
with Research Distinction in English  
Spencer Michelle Jackson  
Evon Jacob  
Nicholas Sean Jacobo  
Broinna Danielle Jacobs  
James Jacobs  
Luke Robert Jaehnend  
Abdallah Jaliqaq  
Megan Alexa James  
Magna Cum Laude  
Megan Lee Jans  
Summa Cum Laude  
Kelsey Ellen Jarrett  
Zackery Evan Jarvis  
Hunter James Jeffers  
Magna Cum Laude  
Julia Nicole Jeffers  
Luke Vincent Jefferson  
Michaela Jeffrey  
Jessica Nicole Jenkins  
Summa Cum Laude  
Andrew Douglas Jennings  
Katherine Miller Jennings  
Magna Cum Laude  
with Honors in the Arts and Sciences  
Lauren Taylor Jennings  
Summa Cum Laude  
with Honors in the Arts and Sciences  
with Honors Research Distinction in History  
Tessa Percy Jensen-Hedgecock  
Magna Cum Laude  
Emma Jerem  
Jingi Ji  
Summa Cum Laude  
Jesse Jiang  
Hannah Jihyang Jin  
Olivia Brynn Jocet  
Cum Laude  
Brad Johnson  
Dylan Ray Johnson  
Ian James Johnson  
Wyan Jenee Johnson  
Magna Cum Laude  
Daniel Andrews Jones  
Grant Jones  
Nicolas Riley Jones  
Kendall Daniel Jordan  
Josue Isai Joya-Rodriguez  
John David Jude II  
Summa Cum Laude  
Julia Susan Judy  
Dorka Kata Juhasz  
Nicolas David Junker  
Dandy Kaba  
Emma Leigh Kazcmar  
Cum Laude  
Khagen Kadaraya  
John Rhieth Kanzter  
Adelaide Kanyongo  
Magna Cum Laude  
Joshua Harris Kaplan  
Sonya Angelica Kapoor  
Magna Cum Laude  
Alex Kopp  
Elaina C. Karabinos  
Drossos Nicholas Kardulas  
Summa Cum Laude  
with Research Distinction in Anthropology  
Alexandria Karpas Brown  
Lisa Kassa  
Cum Laude  
Hannah Elizabeth Katz  
Cum Laude  
with Honors in the Arts and Sciences  
Jessica Elizabeth Kavinsky  
Magna Cum Laude  
with Research Distinction in International Studies  
Alexander Douglas Kay  
Elizabth Shahrzad Kazemi  
Summa Cum Laude  
Austin Lee Robert Kearns  
Natalie Grace Keener  
Cum Laude  
Benjamin Keitos  
Justin Noah Kennedy  
Summa Cum Laude  
Teagan Kennedy  
Xavier Kennedy-Reed  
Stephen Salvatore Kenney  
Christina Marie Keohane  
Cum Laude  
Kyleigh Nicole Kerr  
Samantha Nicole Ketter  
Cum Laude  
James Matthew Keyes  
Cameron Vincent Ross Keys  
Magna Cum Laude  
Theodore Keon Khabini  
Dalia Ahmed Khahins  
Cum Laude  
Corey Danyal Khan  
Summa Cum Laude  
with Honors in the Arts and Sciences  
with Honors Research Distinction in History  
Upendra Khatwada  
Austin David Kieffer-Jones  
Christine Jung Kim  
Eun Soo Kim  
Han Kim  
Magna Cum Laude  
Lourdes Kimbrell
February 23-25, 2021, Board of Trustees Meetings

Esther Rose Pittinger
Magna Cum Laude
Lauren Nicole Pittner
Cum Laude
Ashon Tyler Platt
Magna Cum Laude
Tyler Robert Joseph Poeschel
Summa Cum Laude
Conner Joseph Pohl
Cassidy Pelack
Summa Cum Laude
with Honors in the Arts and Sciences
Glenn Francisco Polanco
Leslie Anne Pollard
Eleanor Jean Pontones
Djordje Popovc
Megan Elizabeth Porter
Cum Laude
Sioane Maycya Porter
Ivy Grace Potti
Colleen Catherine Powers
Madison Rose Powers
Magna Cum Laude
Amanda Christine Price
Cum Laude
with Honors in the Arts and Sciences
Claire McKell Price
Sophia Maria Pyles
Yoli Qin
Magna Cum Laude
Iman Mustafa Quadri
Cum Laude
with Honors in the Arts and Sciences
with Honors Research Distinction in Comparative Studies
Lovell Quashie
Haley Catherine Quinlan
Khali Jamal Qutifan
Cum Laude
John Jozef Raadschilders
with Research Distinction in History
Anthony Rabe
Cum Laude
Nicholas Charles Radabaugh
Alicia Deborah Raffa
Sommer Avery Raines
Summa Cum Laude
Hansen Bryce Ralls
Andrew Michael Ralston
Collin Jay Rambin
Cum Laude
Samuel Norman Ramey
Magna Cum Laude
Emilee Morgan Ramsey
Magna Cum Laude
Julia Lauren Randell
Cum Laude
with Honors in the Arts and Sciences
Rhea Rao
Magna Cum Laude
Jack Robert Rathbun
Kiana M. Rattiff
Cum Laude
Krishna Sai Ravi
Freyja Rayner
Cum Laude
Issa Abdul Wahhab Razooq
Morgan Kerri Rectenwald
Tyler Jeffrey Reed
Juliann T. Rees
Bailey Ash Regan
Emma Marie Reginelli
Victoria Alexis Reginelli
Summa Cum Laude
Nicholas Allen Rehm
Rachel Erin Reinbolt
Cum Laude
Emily Elizabeth Renneck
Michael Timothy Reis
Joseph Thomas Reiter
Summa Cum Laude
with Research Distinction in Psychology
Ian Quaranta Renz
Caroline Repko
Julia Eyleen Beskef
Magna Cum Laude
Alanna Rose Restifo
Magna Cum Laude
Austin Robert Reitzolf
Summa Cum Laude
with Honors in the Arts and Sciences
Gabriella Dominique Reyes
Magna Cum Laude
BayLee Gwenneth Reynolds
Magna Cum Laude
Mackenzie Rhoades
Allexus Kim Rhodes
Patrick Michael Rhonomus
Cum Laude
William Webster Rhynhart
Magna Cum Laude
Elizabeth Jane Ricchiuto
Evon Ladd Rice
Cum Laude
Abigail Brighta Richard
Magna Cum Laude
Sarah Katherine Richards
Anthony James Richardson
Clayton Cole Richardson
Jerrica Jeanine Richardson
Abbi Leigh Riedmaier
Magna Cum Laude
Austin Jacob Riegie
Gabrielle Michelle Rigol
Juliette Marie Rike
Magna Cum Laude
Miranda Belle Rice
Summa Cum Laude
Sean Daniel Riley
Andrew Culley Ring
Cum Laude
Jade-Noelle Allison Ritzert
Magna Cum Laude
Raynor, Joshua Rivas
Natalie Nicole Robbins
Cum Laude
Victoria Renay Roberson
Emily Roberts
William Lee Roberts
Summa Cum Laude
Zachary Roberts
Maleehah Robertson
Stephen Robertson
Alysia Dawn Robinson
Delia Margaret Robinson
Magna Cum Laude
Ella Diane Robinson
Bradley James Roby
Chase Alexander Rodemann
Emma Kathrinne Rodrig
Magna Cum Laude
Gavin Albert Rodriguez
Hanna Jo Rodriguez
Maria Rodriguez
Cooper Thomas Roe
Summa Cum Laude
with Research Distinction
Grace Nicole Rohrer
Magna Cum Laude
Kaliee Marie Roll
Sydney Rolls
Cum Laude
Luis Antonio Roman
Madeleine Mercedes Roman
Alexa Marie Romanowski
Summa Cum Laude
Boniface Levi Romp
Jonna Isabella Rosa
Valeria Andrea Rosa
Savero Michael Roccigno
with Research Distinction in Sociology
Alivia Cate Rose
Magna Cum Laude
Jillian Kathryn Rose
Magna Cum Laude
Margot Elizabeth Rosenberg
Bailey Kathryn Rosier
Magna Cum Laude
Jasmine Hannah Ross
Magna Cum Laude
Megan Lynn Ross
Sylva Marie Rossi
Evan James Rostetter
Alexander Bancroft Rostron
Magna Cum Laude
Lee Isaac Roth
Cum Laude
Eitan Rothberg
Summa Cum Laude
with Honors in the Arts and Sciences
Alexis Marie Rothenbuhler
Sydney Rovner
Magna Cum Laude
Brooke Elizabeth Rosister
Cum Laude
Kasey Brynne Rubin
Cum Laude
Jacob Ruby
Gretchin Renee Rudolph
Summa Cum Laude
with Honors in the Arts and Sciences
Levive Lowell Rufnacht
Cum Laude
Mitchell Alejandro Ruiz
Terry Rump
Daniel Alan Rumpz
Drew Riley Russell
Kaleds Jawon Downton Russell
Cum Laude
Madison Russell
Ronald Russell III
Jessica Michelle Russo
Amina Ruston
Magna Cum Laude
Paige Elizabeth Rutschling
Abby Colleen Ryan
Caroline Elizabeth Rychik
Brooke Elizabeth Saffle
Kyle Sawyer Nami
Bachelor of Arts in Journalism
Abdulaziz Albasit
Micahat Charlene Brown-Davis
Magna Cum Laude
Meghan Carroll
Samuel Warner Chase
Madeline Katie Futer
Magna Cum Laude with Honors in the Arts and Sciences
with Honors Research Distinction
Akayla Joe Gardner
Magna Cum Laude
Maxwell Paul Garrison
Magna Cum Laude
Collin Patrick Ginnan
Cum Laude
Jasmine Hilton
Magna Cum Laude
Arianna Janea Horton
Cum Laude
Sue Han Kim
Jessica Frances Klein
Brendan Joseph Kucera
Ashlee Jordan Lehr
Cum Laude
Jack Long
Cum Laude
Keaton Frank Maisano
Magna Cum Laude
Owen Richard Milnes
Magna Cum Laude
Daniel Patrick O’Leary
Cum Laude
Gabriela Isabel Okhuysen
Cum Laude
Yashna Panda
Samantha Gabrielle Raudins
Cum Laude with Honors in the Arts and Sciences
Page Cistien Reynolds
Hannah Ross
Emma Claire Scott Moran
Cum Laude
Seth M. Shanley
Robert Soto, Jr.
Holly Melissa Souther
André William Capri White
Alysson Diane Williams
Cum Laude with Distinction in Dance
Tatyana Woodall
Bachelor of Art Education
Hannah Margaret Buckey
Cum Laude
Luke Andrew Crosby
Magna Cum Laude
Mara Leigh Denison
Cum Laude
August N. Drobney
Cum Laude
Miriam Livia Light
Magna Cum Laude
Madison Nicole Lyons
Cum Laude
Kathleen Elise Murray
Magna Cum Laude
Mia Oberfield
Cum Laude
Jessica Iris Shirley
Magna Cum Laude
Hailee Devon Stay
Giovanna Todd
Sierra Ashlynn Welch
Cum Laude
Bachelor of Fine Arts
Abigail Rose Armbrrecht
Magna Cum Laude
Caitlin Elizabeth Armbrrecht
Magna Cum Laude
Danielle Marie Sandall Barker
Cum Laude with Distinction in Dance
Cailey Sarah Blechschmidt
Magna Cum Laude
Sarah Bodony
Anna K. Bolet
Cum Laude
Lauren Mackenzie Brenner
Cum Laude
Francis Alvin Brogan
Sarah Elizabeth Burger
Jordan Stover Chase
Cum Laude
Jialing Chen
Jessica Chong
Sophie Jaye Claman
Cum Laude
Benjamin David Conrad
Zeinab Crispin
Brookelyn Leigh Davis
Sarah Rosa Daws
Hayley Alyssa Dodd
Magna Cum Laude
Dominique Eba
Cum Laude with Distinction in Dance
Claire Elaine Faley
Magna Cum Laude
Giancarlo Nicola Fiorenzo
Cum Laude
Alexandra Ann Fote
Robert Louie
Magna Grace Fusco
Cum Laude
Kayla Marie Gifford
Cum Laude with Distinction in Dance
Chancs Martesh Green
Jacob Gricar
Cum Laude
Saba Hashemi Shahraki
Magna Cum Laude
Caitlyn Danielle Hiegle
Magna Cum Laude
Janey Holland
Eva Angelina Jenkins
Hannah Jordan
Magna Cum Laude
Jenna Laurel Josell
Magna Cum Laude
Alyana Maria Kasper
Cum Laude with Distinction in Art
Bilal Azad Khan
Abby Noel Koskinas
Magna Cum Laude
Bachelor of Music
Isaac Quinton Bednarki
Cum Laude with Honors in the Arts
Michael Rene Bihia
Cum Laude
Grant Booth
Cum Laude
Anna Britanny Elizabeth Dorey
Magna Cum Laude with Honors in the Arts
Grace Patricia Forrai
Cum Laude
Lucas Leon Fox
Cum Laude
February 23-25, 2021, Board of Trustees Meetings

Bachelor of Science in Design
Leila Valerie Akberdin Magna Cum Laude with Honors in the Arts with Research Distinction in Industrial Design
Sagul Mohamoud Ali
Nadia Ayat
Maria Rae Basile Magna Cum Laude with Honors in the Arts
Ava Ryan Berzinsky Magna Cum Laude with Research Distinction in Visual Communication Design
Blake Thomas Charles Aaron Stauer Cochran Cum Laude with Research Distinction in Industrial Design
Emma Grace Coughlin Magna Cum Laude
Nadja Rae Dewberry Cum Laude
Tira Angelina DiYanni Magna Cum Laude with Research Distinction in Visual Communication Design
Kelly Elizabeth Doepker Magna Cum Laude
Jenny Feng Cum Laude with Research Distinction in Industrial Design
Natalie Payton Hunt with Research Distinction in Interior Design
Katherine Alexandra Hunter Magna Cum Laude with Research Distinction in Interior Design
Caroline Nicole Jergens Lydia M. Johnston Jisung Kim
Amber Joan Lanese Summa Cum Laude with Research Distinction in Visual Communication Design
Shije Li Cum Laude
Xuefan Li Summa Cum Laude
Zhiyuan Li
Ziwei Li Cum Laude
August Jacob Majtenyi Magna Cum Laude
Sarah Joy Martin Magna Cum Laude with Research Distinction in Visual Communication Design
Gabrielle Marie McCoy Magna Cum Laude
Richardson Kai McKinney Cum Laude
Benjamin James Mosher Cum Laude with Research Distinction in Industrial Design
Ethan Newburger Summa Cum Laude with Honors in the Arts
Dana Kathleen Niehaus Magna Cum Laude with Research Distinction in Visual Communication Design
Rachel Anne Patterson Magna Cum Laude
Nicholas Pentyo Phocron Pommuang
Isabella Kimberly Rea Magna Cum Laude with Research Distinction in Industrial Design
Nicholas Romanowski Magna Cum Laude with Honors in the Arts
Serena Elsye Schwellie Magna Cum Laude
Julia Morgan Spencer Magna Cum Laude
Clare Kathleen Spicer Magna Cum Laude
Christine Elizabeth Starkiewicz Summa Cum Laude with Research Distinction in Visual Communication Design
Lauren Marie Todd Magna Cum Laude with Research Distinction in Industrial Design
Arielle Lucas Villareal Magna Cum Laude with Research Distinction in Interior Design
Ruohan Wang Magna Cum Laude
Xueqiang Wang Cum Laude
Hannah Brook Welting Cum Laude with Research Distinction in Interior Design
Xiyang Xiao Magna Cum Laude
Danna Zheng Cum Laude
Sarah Patricia Zona Cum Laude with Research Distinction in Interior Design
Bachelor of Science in Atmospheric Sciences
Caleb Bagley Jacklynn Kay Beck
Patrick Gail Bowsher
Christopher William Dickman Kelli Grice
Alexis Shae Highman Hunter Levi Hoffman
Austin John Kingsley Kristopher D. Kirk, Jr.
Cameron Ryan Klos Emily Rose Lill
Summa Cum Laude with Honors in the Arts and Sciences
Gabrielle Marie McCoy Magna Cum Laude
Richardson Kai McKinney Cum Laude
Benjamin James Mosher Cum Laude with Research Distinction in Industrial Design
Ethan Newburger Summa Cum Laude with Honors in the Arts
Dana Kathleen Niehaus Magna Cum Laude with Research Distinction in Visual Communication Design
Rachel Anne Patterson Magna Cum Laude
Nicholas Pentyo Phocron Pommuang
Isabella Kimberly Rea Magna Cum Laude with Research Distinction in Industrial Design
Nicholas Romanowski Magna Cum Laude with Honors in the Arts
Serena Elsye Schwellie Magna Cum Laude
Julia Morgan Spencer Magna Cum Laude
Clare Kathleen Spicer Magna Cum Laude
Christine Elizabeth Starkiewicz Summa Cum Laude with Research Distinction in Visual Communication Design
Lauren Marie Todd Magna Cum Laude with Research Distinction in Industrial Design
Arielle Lucas Villareal Magna Cum Laude with Research Distinction in Interior Design
Ruohan Wang Magna Cum Laude
Xueqiang Wang Cum Laude
Hannah Brook Welting Cum Laude with Research Distinction in Interior Design
Xiyang Xiao Magna Cum Laude
Danna Zheng Cum Laude
Sarah Patricia Zona Cum Laude with Research Distinction in Interior Design
Bachelor of Science in Geographic Information Sciences
Alexander Nicholas Abbad Benjamin Daniel Althouse Dylan Scott Anderson Brysthan Alexander Baedor Tomas Ballou-Rodriguez Tanya L. Bils
Evan Jacob Burdissal Cole James DiLorenzo Shuang Ding Christian Albert Dombouya William Steward Eads Nolan Ryan Gitts Madison Renee Tho Gwinn Cum Laude
Brittany Grace Harder Caleb Thomas Hobart Marianne Lee Kahmann Thomas Chance Koogler Graham Nicholas Kowalski Caleb S. Martin Samuel Jon McLaughlin Cum Laude Victor Patrick Mikus Cum Laude
Matthew Richard Zienko Bachelor of Science
Grace O’Brien Adams Olivia Lynn Adams Shaylin E. Adams Ilays Aden Kayasrun Adikari Anita Adob
Magna Cum Laude with Honors in the Arts and Sciences
Mahsa Adob
Magna Cum Laude with Honors in the Arts and Sciences
Hailey Ann Adler Summa Cum Laude
Shelby Paige Adler Summa Cum Laude
Arjan Parakkai Aeri Sion Agami Contreras Magna Cum Laude with Research Distinction in Neuroscience Katerina Maria Demetra Agrots
Amaal Ahmed Brenda A. Apow Arch Akbaroworn Jennifer Paige Almantoeff Cum Laude
John Albayarak

Bachelor of Music Education
Melanie Marie Aleshire Cum Laude
Kevin Christian Baum Magna Cum Laude
Anna Jane Bonavita Summa Cum Laude
Joshua Matthew Guesman Colin Reed Headings Magna Cum Laude
Mollie Hess Cum Laude
Brooklynn Nicole Howell Magna Cum Laude
Nathan Joseph Moses Cum Laude
Ethan Marcus Ours Cum Laude
William Patton Cum Laude
Jacob Mckenzie Pauley Cum Laude
Jade Anne Robertson Summa Cum Laude
Kevin Alex Ruppert Magna Cum Laude
Devon Scott Shellor Noah Dale Shireman Magna Cum Laude
Jocelyn Claire Smallwood Magna Cum Laude
Emily Jesse Traunthine Cum Laude
Lauren Ashley Walker Gabriele Marie Winter Cum Laude
Logan Charles Wright Daniel Charles Zipin Cum Laude

Bachelor of Music Education
Rachel Anne Patterson Cum Laude
Nicholas Pentyo Phocron Pommuang
Isabella Kimberly Rea Magna Cum Laude with Research Distinction in Industrial Design
Nicholas Romanowski Magna Cum Laude with Honors in the Arts
Serena Elsye Schwellie Magna Cum Laude
Julia Morgan Spencer Magna Cum Laude
Clare Kathleen Spicer Magna Cum Laude
Christine Elizabeth Starkiewicz Summa Cum Laude with Research Distinction in Visual Communication Design
Lauren Marie Todd Magna Cum Laude with Research Distinction in Industrial Design
Arielle Lucas Villareal Magna Cum Laude with Research Distinction in Interior Design
Ruohan Wang Magna Cum Laude
Xueqiang Wang Cum Laude
Hannah Brook Welting Cum Laude with Research Distinction in Interior Design
Xiyang Xiao Magna Cum Laude
Danna Zheng Cum Laude
Sarah Patricia Zona Cum Laude with Research Distinction in Interior Design
Bachelor of Science in Atmospheric Sciences
Caleb Bagley Jacklynn Kay Beck
Patrick Gail Bowsher
Christopher William Dickman Kelli Grice
Alexis Shae Highman Hunter Levi Hoffman
Austin John Kingsley Kristopher D. Kirk, Jr.
Cameron Ryan Klos Emily Rose Lill
Summa Cum Laude with Honors in the Arts and Sciences
Gabrielle Marie McCoy Magna Cum Laude
Richardson Kai McKinney Cum Laude
Benjamin James Mosher Cum Laude with Research Distinction in Industrial Design
Ethan Newburger Summa Cum Laude with Honors in the Arts
Dana Kathleen Niehaus Magna Cum Laude with Research Distinction in Visual Communication Design
Rachel Anne Patterson Magna Cum Laude
Nicholas Pentyo Phocron Pommuang
Isabella Kimberly Rea Magna Cum Laude with Research Distinction in Industrial Design
Nicholas Romanowski Magna Cum Laude with Honors in the Arts
Serena Elsye Schwellie Magna Cum Laude
Julia Morgan Spencer Magna Cum Laude
Clare Kathleen Spicer Magna Cum Laude
Christine Elizabeth Starkiewicz Summa Cum Laude with Research Distinction in Visual Communication Design
Lauren Marie Todd Magna Cum Laude with Research Distinction in Industrial Design
Arielle Lucas Villareal Magna Cum Laude with Research Distinction in Interior Design
Ruohan Wang Magna Cum Laude
Xueqiang Wang Cum Laude
Hannah Brook Welting Cum Laude with Research Distinction in Interior Design
Xiyang Xiao Magna Cum Laude
Danna Zheng Cum Laude
Sarah Patricia Zona Cum Laude with Research Distinction in Interior Design
Bachelor of Science in Geographic Information Sciences
Alexander Nicholas Abbad Benjamin Daniel Althouse Dylan Scott Anderson Brysthan Alexander Baedor Tomas Ballou-Rodriguez Tanya L. Bils
Evan Jacob Burdissal Cole James DiLorenzo Shuang Ding Christian Albert Dombouya William Steward Eads Nolan Ryan Gitts Madison Renee Tho Gwinn Cum Laude
Brittany Grace Harder Caleb Thomas Hobart Marianne Lee Kahmann Thomas Chance Koogler Graham Nicholas Kowalski Caleb S. Martin Samuel Jon McLaughlin Cum Laude Victor Patrick Mikus Cum Laude
Matthew Richard Zienko Bachelor of Science
Grace O’Brien Adams Olivia Lynn Adams Shaylin E. Adams Ilays Aden Kayasrun Adikari Anita Adob
Magna Cum Laude with Honors in the Arts and Sciences
Mahsa Adob
Magna Cum Laude with Honors in the Arts and Sciences
Hailey Ann Adler Summa Cum Laude
Shelby Paige Adler Summa Cum Laude
Arjan Parakkai Aeri Sion Agami Contreras Magna Cum Laude with Research Distinction in Neuroscience Katerina Maria Demetra Agrots
Amaal Ahmed Brenda A. Apow Arch Akbaroworn Jennifer Paige Almantoeff Cum Laude
John Albayarak
February 23-25, 2021, Board of Trustees Meetings

Nicholas Connors
Michael Jared Cooch
Cum Laude
with Honors in the Arts and Sciences
Shannon Elizabeth Cooney
Amber Elizabeth Cooper
Destiny Imani Corbett
Sydney Lynne Cornelius
Magna Cum Laude
Miles Riley Cornell
Ana Caterina Correa
Nicholas Matthew Costa
Nicole Theresa Costantino
Eric John Cothen
Blake Douglas Cox
Cum Laude
Mackenzie Lane Coyne
Cum Laude
Lillian Kaye Craig
Connor Crane
Cum Laude
Madison Mackenzie Crawford
Cum Laude
Alexander Montana Creek
Raven Nicole Cross
with Honors in the Arts and Sciences
Bethany Lynn Critchlow
Magna Cum Laude
Mera Ki Cronbaugh
Summa Cum Laude
with Research Distinction in Economics
James Franklin Cross
Griffin Taylor Crossmock
Matthew David Crouch
Cassady Marie Croy
Sarah Mackenzie Cummins
Sydney A. Curry
Paige Mercedes Curtis
Zachary Cusick
Magna Cum Laude
Julia Ann Cava
Rosalia Therese D'Orofrio
Brandon Nicholas D'Souza
Magna Cum Laude
with Research Distinction in Spanish
Marina Alice Daher
Jennalyn Sanchez Dancel
Weyu Dang
Wilson Dang
Shreyas Das
Murry Cier Davenport
Kristopher Jamar Davis
Alexander William Dawes
Magna Cum Laude
with Honors in the Arts and Sciences
Anilise Deal
Michael DeCamillo
Magna Cum Laude
Alyssa Deever
Cum Laude
with Honors in the Arts and Sciences
Hannah Renee Dehus
Cameron Michael Deiderich
Cum Laude
Mackenzie Rae Deighen
Magna Cum Laude
with Honors in the Arts and Sciences
Ian Martin Dela Cruz
Cum Laude
with Honors in the Arts and Sciences
Zachary DeLisio
Summa Cum Laude
with Honors in the Arts and Sciences
Jacob Anthony Demetreuc
Cum Laude
Michaela Anne Deming
Cum Laude
Jovana Demonic
Jingwen Deng
Magna Cum Laude
John Paul DePascale
Magna Cum Laude
Daniel Reed Detrick
Summa Cum Laude
Trevor Dennis Dew
Adea Danielle Dickerson-Ray
Ryan Joseph Dickman
Jansen Giacomo DiDomenico
Cum Laude
Raymond E. Diep
Dominique Giovanna DiGiacomo
Jack Davis Dinan
Summa Cum Laude
Weiyi Ding
Alexander B. Diss
Caitlin Disterdick
Matthew Price Dlugos
Sohir Dodi
Magna Cum Laude
Blake David Dodson
Summa Cum Laude
with Honors in the Arts and Sciences
Jianyuan Dong
Megan Nicole Donnelly
Cum Laude
Emma Kaye Dowling
Griffin Lee Dozer
Magna Cum Laude
Jiayi Du
Cum Laude
Lydia Marie Dupont
Cum Laude
Kristina Mae Dutart
Ishaan Dutta
Jacob William Earhart
Cum Laude
with Research Distinction
Gabrielle Nicole Ebley
Summa Cum Laude
with Honors in the Arts and Sciences
Christopher Raymond Edwards, Jr.
Ethan Scott Edwards
Summa Cum Laude
Alexander Alekseyevich Efanov
Summa Cum Laude
with Honors in the Arts and Sciences
Kian Joseph Eghbalina
Gabrielle Madison Elders
Cum Laude
Philip Gordon Ellerman
Adam S. Elmkessi
Melissa Bethany Eng
Cum Laude
Abigail Lauren Engler
Tayla Rose Erb
Kazuma Chandler Ervin
Jose Miguel Esquivel
Arman Eshaghii Bayat
Magna Cum Laude
Adrian Kristine Evans
Allison Nicole Evans
Cum Laude
Ryan Carlton Evans
Santa Tarah Evans
Jaslyn Lewis Patrick Faller
Sheeldon Thomas Edwin Faller
Cum Laude
with Research Distinction
Jiangyi Fan
Yichen Fan
Magna Cum Laude
with Honors in the Arts and Sciences
Russi Fang
Magna Cum Laude
Wei Fang
Cum Laude
Yating Fang
Cum Laude
Ebyan Abdifahad Farah
Megan Elizabeth Fava
Magna Cum Laude
with Research Distinction
Eric William Fawcett
Summa Cum Laude
with Honors in the Arts and Sciences
Fan Fei
Magna Cum Laude
with Research Distinction in Data Analytics
Meghan Elizabeth Feldkamp
Joel Alexander Ferrall
Magna Cum Laude
with Research Distinction
Michael Dennis Ferrarelli
Magna Cum Laude
with Honors in the Arts and Sciences
Samantha Filot
Eilane Finch
Jessicen
Nicole Colleen Fisher
Emma Elizabeth Fitz
Magna Cum Laude
with Honors in the Arts and Sciences
Evan Luke Fitzmaurice
Magna Cum Laude
with Honors in the Arts and Sciences
Abigail Margaret Flowers
Ryan Michael Flynn
Mark Anthony Fongheiser
Ashley Ann Ford
Hannah Mae Forrestal
Cum Laude
with Honors in the Arts and Sciences
Vanessa Suzanne Frank
Elizabeth Erin Frazier
Cum Laude
Trevor Frias
Magna Cum Laude
Katherine Marie Friess
Summa Cum Laude
Matthew Joseph Fronwelter
Magna Cum Laude
Julia Lynn Frye
Summa Cum Laude
with Honors in the Arts and Sciences
Michaël Emmanuel Fthenakis
Summa Cum Laude
Rohan Joshua Charles
Magna Cum Laude
with Honors in the Arts and Sciences
with Research Distinction in Chemistry
Benjamin Peter Charnay
Magna Cum Laude
with Honors in the Arts and Sciences
with Research Distinction in Chemistry
Jessica McKenna Chebra
Cum Laude
with Honors in the Arts and Sciences
Xiaoyan Chen
Cum Laude
with Honors in the Arts and Sciences
Xingyu Chen
Xinru Chen
Yihan Chen
Magna Cum Laude
Yushan Chen
Stephen Cheng
Wei Cheng
Xuhuo Cheng
Magna Cum Laude
with Honors in the Arts and Sciences
Xu Xiaoyan Cheng
Cum Laude
Catherine Rose Chester
Magna Cum Laude
Elizabeth Loren Childs
Magna Cum Laude
with Honors in the Arts and Sciences
William Anthony Chiraz
Lina Choi
Alexandria Chorba
Waltiq Choudhury
Rhea Choudhary
Cum Laude
Collin Thomas Christy
Summa Cum Laude
with Research Distinction in Astronomy and Astrophysics
Lingyue Chu
Magna Cum Laude
Georgia Antoinette Cinkay
Kyle Arand Claassen
Ben Austin Clark
Cum Laude
with Honors in the Arts and Sciences
Emily M. Clauensing
Taylor Rose Close
Christopher Thadeusz Codogni
Summa Cum Laude
with Research Distinction in Chemistry
Morgan Coffman
with Honors in the Arts and Sciences
Adam Cole
Cum Laude
Brooke Elizabeth Cole
Kip Dominic Coljohn
Cum Laude
William Javier Colon-Soto
Cum Laude
Dominic Joseph Congeni
Cum Laude
with Honors in the Arts and Sciences
Feb 23-25, 2021, Board of Trustees Meetings

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February 23-25, 2021, Board of Trustees Meetings

1421
February 23-25, 2021, Board of Trustees Meetings

Patrick Joseph Hubbell  
Magna Cum Laude  
with Honors in the Arts and Sciences

Melanie Hudson  
Sierra Anne Huff  
Anthony Michael Huffman  
Myra May Hughes  
Henry Christopher Hulan  
Summa Cum Laude

Amanda Ruby Hull  
Kathryn Hull  
Julia Marie Hurley  
Cum Laude  
with Honors in the Arts and Sciences  
with Honors Research Distinction in Molecular Genetics

Max Joseph Hurley  
Magna Cum Laude

Jacob Picarra Huryn  
Summa Cum Laude  
with Honors in the Arts and Sciences  
with Honors Distinction in Mathematics

Ahmed Ali Hussein  
Summa Cum Laude  
with Research Distinction

Kevin Edward Iddam  
Magna Cum Laude

Maheen Imitaz  
Angelina Marie Ingallis  
Cum Laude

Alexandra Marie Iganque-Guembes  
Magna Cum Laude

Sophia Bryn Iretion  
Jonathan Galen Irvin  
Cum Laude

Emma Isett  
Summa Cum Laude  
with Honors in the Arts and Sciences

Erin Jane Ivey  
Cum Laude  
with Honors in the Arts and Sciences

Srivani Iyuni  
Daryl Jackson III  
Manasi Jadhav  
Malvinderjit Singh Sidhu Jagjit Singh  
Kathleen I. Jajko  
Arim Jailwall  
Sahithi Jalipalli  
Cum Laude  
with Honors in the Arts and Sciences

Halima Mohamed Jama  
Joshua Matthew January  
Cum Laude

Haley Nicole Jauch  
Christopher Jesse Jeanty  
Magna Cum Laude

Cameron Paige Jenkins  
Magna Cum Laude  
with Research Distinction in Neuroscience

Haley Nicole Jenkins  
Cum Laude

Qianhao Ji  
Hanbo Jiang  
Magna Cum Laude

William Mao Jiang  
Summa Cum Laude  
with Honors in the Arts and Sciences

Natalsha Christina Jimenez Marchany  
Magna Cum Laude

Shengyu Jin  
Magna Cum Laude

Alexandra Michelle Johnson  
Cum Laude  
with Honors in the Arts and Sciences

Ashley Nicole Johnson  
Haley Johnson  
Jaelyn Ann Johnson  
Ryan Andrew Johnston  
Ethan Henry Jones  
Ian William Jones  
Cum Laude  
with Honors in the Arts and Sciences  
with Honors Research Distinction in Chemistry

Regan Marie Jones  
An David Josephson  
Magna Cum Laude  
with Honors in the Arts and Sciences

Sreya Nicole Juras  
with Research Distinction

Daniel Kadir  
Magna Cum Laude  
Fatuma Kadir  
Elizabeth Ann Kain  
Cum Laude

Kaitlin Eva Kaiser  
Owen Allen Kaimon  
Magna Cum Laude

Ashwin Kalyanakumar  
Louie Belal Kamel-Abussalah  
Jindpreet Kaur Kandola  
Sheridan Pearce Kappel  
Onur Buthuma Kardhalha  
Magna Cum Laude  
with Honors in the Arts and Sciences

Aish Katta  
Magna Cum Laude

Lily Corinne Kaufman  
Summa Cum Laude  
with Honors in the Arts and Sciences

Trevor Henry Kaufmann  
Rammeet Kaur  
Yuye Ke  
Cum Laude

Zachary Willis Keith  
Cum Laude

Riley Matthew Kelch  
with Research Distinction in Chemistry

Alexa Makenna Keller  
Elin Michelle Keller  
Kyozo Keith Kelly  
Cum Laude

Annie Kempton  
Magna Cum Laude  
with Honors in the Arts and Sciences

Phileanno Kennard  
Aaron Riley Kennelly  
Christina Marie Keohan  
Cum Laude

Omar Khalafou  
Afroze Khan  
Vaisbhav Khandelwal  
with Research Distinction in Neuroscience

Aliza Latif Khuuro  
Cum Laude

Christal Khy  
Magna Cum Laude  
with Honors in the Arts and Sciences

Maya Kilani  
Magna Cum Laude  
with Honors in the Arts and Sciences

Jiwoo Kim  
Magna Cum Laude

Sonya Sohyn Kim  
Magna Cum Laude  
with Honors in the Arts and Sciences

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Christopher Lambert Kimmel  
Nathan Thomas King  
Brody Christopher Kinney  
Jennifer Arni Kirchner  
Deborah Kisbedo  
Katherine M. Klein  
Magna Cum Laude

Laura Therese Klein  
Emma Marie Kline  
Magna Cum Laude

Gianna Marie Klontz  
Magna Cum Laude

Spencer Alan Knaabe  
Aaron Thomas Knapp  
Summa Cum Laude

Justin Isaiah Knueppel  
Summa Cum Laude

Emily Marie Koch  
Magna Cum Laude

Finley Beth Kocher  
Cum Laude

Nicholas Michael Kohlrieser  
Krescens Kok  
Cum Laude

Arhana Shivani Kolli  
Cum Laude

with Research Distinction in Psychology

Stephanie Marie Konczal  
Zacharias Michael Konrad  
Madhurima Kota  
Cum Laude

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Sophia Marie Kozlowski  
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with Honors in the Arts and Sciences

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Jacob Krebs

Angela Kristo  
Magna Cum Laude

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with Research Distinction in Physics

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Andrew Jacob Kruggel  
Kayla Kucway  
Kathleen Jo Kuhlwein  
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Nathan C. Lachner  
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with Honors in the Arts and Sciences

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Ilia Lahooti  
Summa Cum Laude

Liyona Campbell Lallement  
Magna Cum Laude

Rachel Marie Lambdin  
Summa Cum Laude  
with Honors in the Arts and Sciences

Chetna Anil Landge  
Magna Cum Laude  
Nicolle Lange  
Samantha Jane Lannon  
Magna Cum Laude  
Carli Morgan Lapierre  
Gabriella Lapurga  
Cum Laude

Christine Mary Lantiz  
Cum Laude  
Ivy Elizabeth Larkin  
with Research Distinction in Evolution and Ecology

Makenzie Ann Lauter  
Cum Laude

Luca Marco Lavezzo  
Summa Cum Laude

with Honors in the Arts and Sciences  
with Honors Research Distinction in Physics

Samantha Caroline Layman  
Magna Cum Laude  
Kim-Lien Jean Le  
Cum Laude  
with Honors in the Arts and Sciences

Zoe Elizabeth Le  
Cum Laude

Justin Leano  
Heesoo Lee  
Cum Laude  
with Honors in the Arts and Sciences  
with Honors Research Distinction

Henry Walker Lent  
Alec Joseph Leonard  
Ethan Michael Leonard  
Ethan Spickler Lerman  
Veronica Leslie  
Meli Leung  
Summa Cum Laude

Max Lee Levitt  
Changhao Li  
Chenxi Li  
Haosheng Li  
Cum Laude  
with Honors in the Arts and Sciences  
with Honors Research Distinction in Chemistry

Jiacheng Li  
Jiakuan Li  
Cum Laude

Jikai Li  
Stephanie Yanqi Li  
Summa Cum Laude

Tianming Li  
Cum Laude

Xueyang Li  
Magna Cum Laude

Yiheng Li  
Cum Laude

Ying Li  
Magna Cum Laude

Zhuwei Li  
Zongquan Li  
Cum Laude  
Magna Cum Laude

Yiming Liang  
Magna Cum Laude
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Kendal Coleen Nimmer
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with Honors in the Arts and Sciences
Lydia Sngmin Noh
Cum Laude
Shahzaib Nomani
Rachel Joan Nostetine
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with Honors in the Arts and Sciences
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Emily Ann Nottage
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with Research Distinction
Jeffrey A. Nti
Magna Cum Laude
Inobiobng Ntokidem
Summa Cum Laude
Samantha Lynn Nusbaum
Richard Nyanko
Erin Dorothy O'Brien
Cum Laude
with Honors in the Arts and Sciences
Kelly Rebecca O'Brien
Kaley O'Donnell
Sean Patrick O'Laughlin
Grace Lee O'Malley
Magna Cum Laude
with Honors in the Arts and Sciences
Colin Joseph O'Neil
Kara Marie O'Toole
Rebecca Marie Oates
Magna Cum Laude
Alexa Rose Oberster
Cum Laude
Amber Leano Odson
Harrison James Ogle
Paige Ononon
Gabriela Isabel Oluhuyen
Cum Laude
Veronica Roseanne Olaker
Magna Cum Laude
with Honors in the Arts and Sciences
Kevin Richard Oliver
Ismahan Omar
Aretha On
Summa Cum Laude
with Honors in the Arts and Sciences
Alexia Ogechi Onuoha
Victoria Joy Ortiz
Emily Nicole Osborne
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with Honors in the Arts and Sciences
with Honor Research Distinction in Physics
Nicole Ann Osborne
Oscar Ose
Summa Cum Laude
with Honors in the Arts and Sciences
Payne Miller Pachuda
Kayla Anne Packard
Gilias Parastz Padmakoessama
Nicholas Alfred Paeglis
Magna Cum Laude
Katelyn Page
Cum Laude
Alyssa Ann Palko
Magna Cum Laude
Jinsung Pan
Magna Cum Laude
Yufei Pan
Magna Cum Laude
Hannah Pancost
Lay Pandya
Summa Cum Laude
Jazmin Alexandra Pappalardo
Cum Laude
Juhee Park
Magna Cum Laude
with Honors in the Arts and Sciences
Kaitlyn Parker
Erin Marie Parsons
Michael Aaron Amberaan Panthun
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with Honors in the Arts and Sciences
Ayana Parvin
Cum Laude
Pranadhanu Abburahman Parwita
William J. Passiflora
Ashne Patel
Dhara Girishbhai Patel
Magna Cum Laude
Ishan Patel
Summa Cum Laude
Jiten Jaiden Patel
Summa Cum Laude
with Honors in the Arts and Sciences
Komal Kaushik Patel
Krupa H. Patel
Lav Harsh Patel
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with Honors in the Arts and Sciences
Nayan Ishver Patel
Nikki Nilesh Patel
Rah Patel
Magna Cum Laude
with Honors in the Arts and Sciences
Riya Rajesh Patel
Smanar Dilipkumar Patel
Vibhav Rajanwadi Patel
Madeline Marie Patrick
with Research Distinction in Psychology
Mikala Rose Patsilevas
Winfred Deonorde Patterson
Cum Laude
Adish Atul Pawar
Megan Elizabeth Pederson
Lauren Anne Peél
Megan Michelle Peepers
Du Pei
Kun Peng
Magna Cum Laude
Xiang Peng
Magna Cum Laude
Jayashisham Pennington
Eric Samuel Perez
Kristina Perez Diukana
Magna Cum Laude
with Research Distinction in Statistics
Blake Kelly Perkins
Claire Perrino
Magna Cum Laude
Samede Ahsan Pervaiz
Tyler Joel Peters
Magna Cum Laude
Natalie Ann Petit
Magna Cum Laude
with Honors in the Arts and Sciences
Holly Marie Petkus
Cum Laude
Jack Phallen
Tram Pham
Daniel Albert Pharis
Summa Cum Laude
with Honors in the Arts and Sciences
Jade Monique Phillips
Zachary Michael Phillips
Morgan Miranda Pinzone
Bryce Andrew Piper
Esther Rose Pettinig
Cum Laude
Montera Jaquel Pittman
Andrew Lee Pitts
Michael Patrick Platten
Samantha Elizabeth Plummer
Summa Cum Laude
Katherine Ling Pitzak
Magna Cum Laude
Claire Louise Popovich
Magna Cum Laude
Zachary Matthew Porter
Kaitlyn Posta
Keshav Poudel
Nooruddin Sahl Pracha
Alexander Price
Dell Nguyên Prieta
Paige Sook Prudt
Mani Anne Pudosa
Summa Cum Laude
with Research Distinction in Astronomy and Astrophysics
Javier Adrian Lee Pugh
Mia Valerie Pupillo
Lauren Hyun Purdle
Cum Laude
Maya Grace Purdie
Summa Cum Laude
with Honors in the Arts and Sciences
Alexus Mone'T Pyles
Magna Cum Laude
Feng Qian
Magna Cum Laude
with Honors in the Arts and Sciences
with Research Distinction in Physics
Jing Qian
Summa Cum Laude
Zhicheng Qu
Lisa Quartermaine
Magna Cum Laude
Jessica Marie Queen
Cum Laude
Kayleigh Jacqueline Quesser
Magna Cum Laude
with Honors in the Arts and Sciences
with Research Distinction
Mitch Daniel Radakovich
Summa Cum Laude
with Honors in the Arts and Sciences
Lauren Elizabeth Rager
Magna Cum Laude
with Research Distinction in Biochemistry
Rushil Raghavan
Summa Cum Laude
Nashad Rahman
Cum Laude
with Research Distinction in Physics
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Adrian Rajab
Summa Cum Laude
Joshua Robert Ramirez
Cum Laude
with Honors in the Arts and Sciences
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Magna Cum Laude
Jack Robert Rathbun
David Alejandro Raymond
Megan Rauschenberg
Magna Cum Laude
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Cameron Alexander Reed
Magna Cum Laude
Chad Austin Reed
Cum Laude
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Abigail Elizabeth Reese
Rashmi D. Rege
Magna Cum Laude
with Honors in the Arts and Sciences
Aditya Reji
Kelsey Maria Remes
Cum Laude
Javiy Ren
Summa Cum Laude
Simon Shimeng Ren
Wenli Ren
Matthew James ReVeal
Summa Cum Laude
Fonda Rezk
Josh Daniel Rhodes
Emma Gabrielle Rico
Magna Cum Laude
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Madison Wynne Riddle
Lauren Jean Marie Riede
Cum Laude
Juliette Marie Rike
Magna Cum Laude
Megan Elizabeth Riker
Sean Michael Riley
Ethan David Bruner
Noah Michael Ritchie
Aditie Cesario Rivaldi
Daniel John Roberts
Luke Roberts
Cum Laude
with Research Distinction in Microbiology Genetics
Samuel Satterfield Roberts
Sienna Marie Robertson
Magna Cum Laude
with Honors in the Arts and Sciences
Samantha Lynn Robison
Brian James Rochford
Adrienne Rodgers
Avery Wayne Roie
Kateilin Ann Rogaicki
Austin Trad Rodgers
Summa Cum Laude
with Honors in the Arts and Sciences
Danielle Jennifer Magno Rosales
Magna Cum Laude
with Honors in the Arts and Sciences
Remington Michael Rosenberger
Elizabeth G. Rotenberg
Magna Cum Laude
with Research Distinction in Astronomy and Astrophysics
Michael Francis Rothman
with Research Distinction in Molecular Genetics
Samantha Lynn Romberg
Brian James Rochford
Adrienne Rodgers
Avery Wayne Roye
Kateilin Ann Rogacki
Austin Trad Rodgers
Summa Cum Laude
with Honors in the Arts and Sciences
Danielle Jennifer Magno Rosales
Magna Cum Laude
with Honors in the Arts and Sciences
Remington Michael Rosenberger
Elizabeth G. Rotenberg
Magna Cum Laude
with Research Distinction in Astronomy and Astrophysics
Michael Francis Rothman
with Research Distinction in Molecular Genetics
February 23-25, 2021, Board of Trustees Meetings

Elaina Grace Walcutt
Magna Cum Laude
with Honors in the Arts and Sciences

Elizabeth Luisa Walcutt
Cum Laude

Abigail E. Walker
Matthew James Walker
Summa Cum Laude
with Honors in the Arts and Sciences
with Honors Research Distinction in Data Analytics

Alexis Ann Wallace
Leah Christine Walsh
Magna Cum Laude

McKenna Neille Walterbaugh
Kelsey Karen Walton
Cum Laude

Colin John Waltz
Magna Cum Laude
with Honors in the Arts and Sciences

Fangyao Wang
Summa Cum Laude

Feifan Wang
Haosheng Wang
Jack Wang
Summa Cum Laude

Joanna Mercy Wang
Magna Cum Laude

Shuyuan Wang
Cum Laude

Wenqi Wang
Xingran Wang
Cum Laude

Xiuyi Wang
Cum Laude

Yanlin Wang
Yizhou Wang
Cum Laude

Zichen Wang
Magna Cum Laude

Jacob Ward
Avery Glen Warner
Magna Cum Laude

Olivia Marie Warner
Alexandra Kate Warning
Cum Laude

Tiffany Marie Weaver
Magna Cum Laude

Alicia Kristen Webert
Cum Laude

Drew Weber
Natasha Yan Nee Wee
Lindsay Jean Wegner
Summa Cum Laude
with Honors in the Arts and Sciences

Bohangu Wei
Magna Cum Laude

Jake Tyler Weiner
Bailya Weinstein
Levi Matthew Woelzl
Summa Cum Laude

Miquela Weller
Magna Cum Laude

Elizabeth Abigail Wells
Jame Lynne Welu
Xueqi Wen
Emma Claire Wencowski
Magna Cum Laude

Lydia Mackenzie Westmill
Magna Cum Laude

Morgan Whaley
Tad Richard Wheeler
Brightid Mairied White
Connor William Whitford
Magna Cum Laude

Hannah Elizabeth Whitmore
Benjamin Joseph Wilcox
Storm Jay Jean Wilkins
Caitlyn Anne Wilkes
Cum Laude
with Honors in the Arts and Sciences

Aalysha Williams
Nyelia Frances Williams
Rachel Williams
Joseph Thomas Wilmot
Summa Cum Laude

Allison Melinda Wilson
Jordyn Wilson
Cum Laude

Ryan Wilson
Magna Cum Laude

Michael James Wintfield
Casey Gerard Wrinkle
Joseph Michael Winttering
Cum Laude
with Honors in the Arts and Sciences

Eesha Wirk
Magna Cum Laude

John Robert Wittenberg
Magna Cum Laude
with Honors in the Arts and Sciences

Alex Robert Wollert
Cum Laude

Elena Won
Brandon Kenneth Wong
Cum Laude
with Honors in the Arts and Sciences
with Honors Research Distinction in Economics

Nanuel Wood
Jacob Jonathon Woods
Harrison Mitchel Wright
Magna Cum Laude
with Honors in the Arts and Sciences

William Alexander Wright
Summa Cum Laude

Baiwen Wu
Fengze Wu
Cum Laude

Jinghan Wu
Joyce Wu
Magna Cum Laude

Qihan Wu
Yudi Wu
Magna Cum Laude

Yue Wu
Cum Laude

Cricket Nicole Wuebiker
Anna Wysmierski
Summa Cum Laude

Naichang Xiao
Tian Qi Xiao
Summa Cum Laude

Feiyu Xie
Summa Cum Laude

Guozhen Xie
Summa Cum Laude
with Honors in the Arts and Sciences

Haydian Xie
Summa Cum Laude

Yi Xu
Zhonghao Xue
Magna Cum Laude

Christopher Anthony Yacobucci
Magna Cum Laude

Shengyi Yan
Yiayi Yan
Ling Yang
Magna Cum Laude

Wanyao Yang
Cum Laude

Yifan Yang
Magna Cum Laude

Wentao Yao
Yifan Yao
Jie Ye
Xiao Yin
Dahao Yang

Elma Ljam Yohannes
Magna Cum Laude

Braeden Alexander York
Cum Laude

Julia Xinquan You
Magna Cum Laude

Longfei Yu
Mei Yuan
Veronica Grace Zack
Rabbia Zafar
Valerie Ann Zaimo
Summa Cum Laude
with Honors in the Arts and Sciences

Isabella Rose Zak
Magna Cum Laude
with Honors in the Arts and Sciences

Michael Douglas Zager
Johnathon Patrick Zappitelli
Emily Zagnianov
Nicholas Joseph Zarick
John Henry Zawadi
Korolina Anna Zawadzki
Omar Raed Youssef Zayed
Magna Cum Laude

Jade Miere Zeller
Summa Cum Laude
with Honors in the Arts and Sciences
with Honors Research Distinction

Yenfei Zeng
Chuig Zhang
Cum Laude

Daiheng Zhang
Dongzhou Zhang
Cum Laude

Haoch Zhang
Jingyu Zhang
Junyao Zhang
Summa Cum Laude

Liuang Zhang
Magna Cum Laude
with Honors in the Arts and Sciences

Qingran Zhang
Cum Laude

Dingyang Zhang
Cum Laude

Siyan Zhang
Tianyi Zhang
Yi Zhan

Hyperlink to the document pages as needed.
February 23-25, 2021, Board of Trustees Meetings

Allison Elizabeth Fitzmaurice  
Summer Cum Laude

Joseph Harlan Fitzwater  
Cum Laude

Jason Richard Flavin  
Magna Cum Laude

Emily Kathryn Flecker  
Cum Laude

Natalie Brian Flemig  
Cum Laude

Hannah Joy Flemming  
Summer Cum Laude  
with Honors in Accounting

Dominic David Fleischman  
Daniel Joseph Fiscaari  
Summer Cum Laude  
with Honors in Accounting

Reed Benjamin Flint  
Magna Cum Laude

Matthew Thomas Fogarty  
Magna Cum Laude

Chester R. Folck  
Kyle Robert Foley  
Samuel Ross Fradin  
Cum Laude

Austin Michael Francis  
Hannah Victoria Frank  
Summer Cum Laude

Susan Irene Frankovich  
Cum Laude

Jamie Erin Freyman  
Magna Cum Laude

Steffen Frederick  
Justin Frey  
Jeremy Daniel Friedman  
Cum Laude

John Michael Frindt  
Brendan Michael Frothingham  
Cum Laude

Matthew Jarrod Fry  
Magna Cum Laude

Janie Fu  
Tianyi Fu  
Magna Cum Laude

Carson Stark Fulks  
Magna Cum Laude

Lauren Madison Fulmer  
Magna Cum Laude

Melanie Funkhouser  
Daniel Thomas Fuster  
Summer Cum Laude

Hannah Renee Gable  
Tarun Kumar Gaddam  
Magna Cum Laude

Grace Gabrielle Gaddis  
Magna Cum Laude

Jordyn Taylor Galbraith  
Magna Cum Laude

Jayna Elizabeth Gammon  
Magna Cum Laude

Timothy Jack Gamradt  
Magna Cum Laude  
with Honors in Business Administration

Junwen Gao  
Magna Cum Laude

Xiaoyuan Gao  
Xinyi Gao  
Yuxi Gao  
Cum Laude

Zixuan Gao  
Magna Cum Laude

Bella Marie Garcia  
Cum Laude

Nathaniel Eric Garens  
Cum Laude

Clayton William Garner  
Michael Joseph Garofalo, Jr.  
Summer Cum Laude

Sohani Gattapalli  
Summer Cum Laude  
with Honors in Finance

Puspa Gautam  
Jenna Ann Gearhart  
Magna Cum Laude

Jenna Elizabeth Geyer  
Magna Cum Laude

Ian Gelal  
Cameron Slaley Gentilecore  
Magna Cum Laude

Nathan David Georghiou  
Brooke Leigh Gephart  
Julia Marie Gerard  
Summer Cum Laude

Peter Raymond Gerosa  
Cum Laude

Caitlin Maria Gerrick  
Cum Laude

Maximilian James Ghesi  
Magna Cum Laude

Joseph Paul Gianakis  
Rebecca Elisabeth Gibbon  
Jonathan Paul Gielbrecht  
Cum Laude

Charles Anthony Giganti  
Magna Cum Laude

Harrison Isaac Gildar  
Olivia Lee Gilles  
Savannah Marie Giordullo  
Patrick Joseph Groux  
Magna Cum Laude  
with Honors in Business Administration

Brendan Glenn  
Magna Cum Laude

Nahja Marie Glenn  
Cum Laude

Austin Patrick Gilha  
Cum Laude

Kevin Scott Glomski  
Summer Cum Laude

Austin Glover  
Emily Fox Glyne  
Cum Laude

Riley Nations Godard  
Summer Cum Laude

Simon Gollopp  
Cum Laude

Collin Kent Goltzene  
Magna Cum Laude

Ming Gong  
Magna Cum Laude  
with Honors in Business Administration

Aaron Christopher Gonzalez  
Alfonso Gonzalez  
Zachary John Gonzalez  
Lucas Wayne Good  
Magna Cum Laude

Collin Christopher Gormley  
Tristan Charles Gosser  
Aaron Paul Gowaski  
Blake Douglas Graber  
Summer Cum Laude  
with Honors in Finance

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Cum Laude

Mark Alexander Gragg  
Elise Anne Gramlich  
Summer Cum Laude  
with Honors in Accounting

Aidan Thomas Gran  
Magna Cum Laude

Gabrielle Evangeline Granier  
Julia Lauren Grant  
Summer Cum Laude  
with Honors in Business Administration

Alexander Joseph Gray  
Magna Cum Laude

Hannah Elizabeth Grayem  
Magna Cum Laude

Mitchell BainGreggor  
Adam Daniel Green  
Cum Laude

Brian Griffin  
Carl Patrick Grimm  
Cum Laude

Drew Grone  
Magna Cum Laude

Christine Nicole Grooms  
Summer Cum Laude  
with Honors in Accounting

Hannah Kathryn Goskel  
Summer Cum Laude  
with Honors in Accounting

Samuel Everett Gross  
Cum Laude

Brett Larson Grossman  
Magna Cum Laude

Jillian Alexa Guagenti  
Magna Cum Laude

Daniele Renee Guagenti  
Magna Cum Laude

Nathan Fitzgerald Guest  
Sharmake Hussein Guled  
Boyuang Guo  
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Carolyn Elizabeth Gurd  
Cum Laude

Ethan Guthrie  
Daniele Rosario Habegger  
Abigail Maureen Habel  
Cum Laude  
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Michael David Haber  
Magna Cum Laude

Samantha Joyanne Hackett  
Summer Cum Laude

Cole Isaiah Halberman  
Grant Hager  
Summer Cum Laude

Matthew Halas

Connor Sage-Montgomery Hall  
Magna Cum Laude

Jessica Sara Hall  
Karis Amanda Hall

Jack Christian Tadeusz Hamilton  
Cum Laude

Abigail MacKenzie Hammond  
Summer Cum Laude  
with Honors in Finance

Hannah Kay Hancock  
Cum Laude

Robert Zachary Handorf  
Magna Cum Laude

Sarah Louise Hangen  
Summer Cum Laude  
with Honors in Accounting

Sydney Lynn Hanna  
Derek Scott Hansen  
Grace Ann Hansen  
Summer Cum Laude

William Lawlor Hanson  
Ethan Rocco Hardy  
Catherine Olivia Harrison  
Ashley Noelle Harrop  
Katherine Anne Harrop

Nolan Bradley Hart  
Cum Laude

John Michael Harty  
Summer Cum Laude  
with Honors in Accounting

Matthew Henry Hartzell  
Syed Askar Hasan  
Natalie Lauren Hatch  
Cum Laude

Ethan Tyler Hatfield  
Cum Laude

Andrew Gregory Hauer  
Cum Laude

Kelyn Hawkins  
Todd William Hawkins, Jr.  
Gena Hayes

Glyn He  
Lily Yan He  
Shufan He

Zenglong He  
Magna Cum Laude  
with Honors in Business Administration

Lon Heft  
Cum Laude

Andrew Paul Heil  
Magna Cum Laude

Clay Andrew Heilman  
Gavin Carl Heiseerman  
Samina Radha Hejebu  
Magna Cum Laude  
with Honors in Business Administration

Jaclyn Nicole Heller  
Cum Laude

Mitchell James Hendricks  
Jenny Venus Heng  
Summer Cum Laude

Joseph Nathan Henry

Todd D. Herget  
Sydney Adelaide Hering  
Brandon Alexander Hernandez  
Cum Laude

Dakota Austin Hetterscheidt

Michael Perry Hiett  
Summer Cum Laude

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February 23-25, 2021, Board of Trustees Meetings

John Robert Lalley
Xin Rong Lam
Summa Cum Laude
with Honors in Accounting
Elle Sorenson Lamb
Marisa Taylor Lancaster
Brady Joseph Lang
Marcus David Lang
Shuyi Lang
Mary Lange
Cum Laude
Paige Porter Lanza
Magna Cum Laude
Michael Thomas LaPierre
Magna Cum Laude
Christine Mary Laritz
Cum Laude
with Honors in Accounting
Michael Alston Larkin
Madison Bijou Laroche
Summa Cum Laude
Kyle Phillip Laughlin
Emily Leatherman
James Lee
Magna Cum Laude
Matthew T. Lefebvre
Cum Laude
Emily Elaine Legg
Katherine Paige Leitz
Magna Cum Laude
Andrew Thomas Lekowski
Tessa Marie Leon-Gambetta
Jacob LeRoy
Cum Laude
Justin Robert Levine
Magna Cum Laude
Marissa Paige Levine
Magna Cum Laude
Avi Sid Levison
Marissa Paige Levine
Cum Laude
Jeffrey Yu Li
Jiaze Li
Cum Laude
Meng Li
Magna Cum Laude
Peyuan Li
Magna Cum Laude
Qisong Li
Ruiyu Li
Magna Cum Laude
Ruoke Li
Cum Laude
Ting Li
Cum Laude
Xiang Li
Xiaoyuan Li
Cum Laude
Yang Li
Magna Cum Laude
Yanping Li
Cum Laude
Yilong Li
Magna Cum Laude
Zhaoyu Li
Magna Cum Laude
Zhiyi Li
Magna Cum Laude
Zhan Li
Magna Cum Laude
Hao Liang
Cum Laude
Jiaqi Liang
Magna Cum Laude
with Honors in Finance
Shija Liang
Cum Laude
Yuxuan Liao
Magna Cum Laude
Christopher Robert Lockman
Cum Laude
Jordan Joseph Lieberman
Christiano De Fretas Lima
Cum Laude
Anthony Lin
Magna Cum Laude
Jia-Hsin Lin
Min Lin
Cum Laude
Xin Rong Lam
Magna Cum Laude
Cum Laude
Cum Laude
Zifeng Lin
Cum Laude
Cameron D. Lincoln
Adam Michael Lindberg
Cum Laude
Kristin Marie Linse
Magna Cum Laude
John Alan Lipowski III
Jack Martin Lipson
Annabel McCreary Lisle
Magna Cum Laude
Connor Lisle
Joseph Alexander Liss
Beverly Liu
Cum Laude
James Wen Tian Liu
Jiayun Liu
Cum Laude
Jincheng Liu
Cum Laude
Shurui Liu
Magna Cum Laude
Syin Liu
Summa Cum Laude
Xinyi Liu
Yanghu Liu
Magna Cum Laude
Ye Liu
Summa Cum Laude
Yunqing Liu
Magna Cum Laude
Yuxiao Liu
Summa Cum Laude
Matthew Bryan Loh
Ian Lohniser
Alexandria Marie Londrico
Cum Laude
Margaret Long
Cum Laude
Matthew Joseph Long
Ryan Patrick Long
Jack Oscar Loon
Cum Laude
Allison Louise Lovejoy
Li Lu
Cum Laude
Shuyu Lu
Magna Cum Laude
Xuyue Lu
Cum Laude
Zilei Lu
Summa Cum Laude
Ziyi Lu
Magna Cum Laude
Jack Michael Lucier
Magna Cum Laude
Xue Luo
Magna Cum Laude
Yuq Luo
Magna Cum Laude
Rebecca Mingli Luu
Vincent Thomas Ryles
Emily Lyons
Tyler Anthony Ma
Jonathan Mace
Magna Cum Laude
Jarrett Scott Macek
Magna Cum Laude
with Honors in Finance
Breanna Lee Maciag
Erik Michael MacMahon-Barkeloo
Cum Laude
Amir Madan
Max A. Magid
Summa Cum Laude
Ryan Mahoney
Ardysa Masttr
Shaista Mayed
Ellora Mayunder
Cum Laude
Burkhan Malikmu
Jacob Mall
Cum Laude
David Arthur Brown Malloy
Michael Allen Malof
Cum Laude
Molly Katherine Mamone
Cadiia Louise Marcini
Magna Cum Laude
Eric Anthony Mancinotti
Tatenda Mandebvu
Mnreet Mangat
Nicholas Marri
Richard Michael Mann, Jr.
Jeffrey Richard Manning
Johnathan Charles Mangheret
Cum Laude
with Honors in Integrated Business and Engineering
Sophia Marino
Cum Laude
Paxton N. Marks
Jennifer Kay Maroli
Alex Bing Marshak
Magna Cum Laude
Jason Robert Marshall
Courtney Lynn Marte
Magna Cum Laude
Katia Monzerrat Martinez
Jack W. Martinus
Magna Cum Laude
Mary Paige Mason
Cum Laude
William Andrew Mason
Michael Benjamin Mastroianni
Magna Cum Laude
Sean McGrath Mather
Sydney Lyn Mathias
Cum Laude
Ryan Matos
Brittany P. Maurtenz
Drew Elijah Mayerson
Magna Cum Laude
Alexander Michael Maynard
Elizabeth Ann Mays
Cum Laude
Nicole Marie Mazzullo
Cum Laude
with Honors in Business Administration
Kevin Joseph McAlliffe
William Doyle McCabe
Magna Cum Laude
with Honors in Business Administration
Kyle Martin McCafferty
Courtney Paige McCallan
Magna Cum Laude
Jonathan James McCollough
Logan Robert McCormick
Summa Cum Laude
Haley Renee McGrory
Matthew Gregory Mccue
Derek Scott McCurdy
Magna Cum Laude
Caleb Thomas McConnell
Ryan Michael McGee
Robert Anthony McGovern
Ireland Marie McGuire
Liam James Sharke McGinn
Ethan Albert McIntyre
Gavin Anthony McIntyre
Shannon Michele McKinley
Magna Cum Laude
Riley Beth McKinnis
Timothy Colin Walker McKinniss
Melissa Frances McMurray
Cum Laude
John Martin McNally
John R. McNamara
Magna Cum Laude
Brett James McNiff
Charles Iain McRae
William Skyler McSherry McClmg
John Franklin Meacham III
Jonathan Ray Meade
Magna Cum Laude
Colson James Meadows
Amun Mehta
Magna Cum Laude
Ruolin Mei
Ziyi Meng
Cum Laude
with Honors in Business Administration
Nicole Marie Merritt
Cum Laude
Kennedy Elizabeth Metcalf
Alex William Metz
Jacob Paul Metzger
Magna Cum Laude
Jonathan Meyers
Magna Cum Laude
Mohamad Walid Mezayan
Emille McKaya Miasiek
Casey Nicole Mignon
Nicholas Matthew Mikus
Matthias Greenlee Miles
Rashed Rafiek Milhem
Carson Miller
Magna Cum Laude
with Honors in Business Administration
Grace Miller
Cum Laude
with Honors in Business Administration
*awarded posthumously
February 23-25, 2021, Board of Trustees Meetings

Gokul Dilip Rajan  
Summa Cum Laude
with Honors in Business Administration

Alexandra Rose Ramm  
Magna Cum Laude

Nathan Christopher Ranley  
Nayan Girish Rao  
Magna Cum Laude
with Honors in Business Administration
with Honors in Research/Innovation in International Business

Julie Ann Redman  
Magna Cum Laude

Alexander Reed  
Magna Cum Laude

Luke Mitchell Rees  
Cum Laude

Alexis Lynn Rehm  
Connor Montgomery Reid  
with Honors in Integrated Business and Engineering

Ayssia Diane Reik  
Magna Cum Laude

Matthew Kristaps Reiniks  
Cum Laude

Donovan Dean Reinhardt  
Bennett Reiss  
Cum Laude

Jack Remillo  
Erich Allen Reuter  
Cum Laude

Christopher Michael Revnew  
Summa Cum Laude

Claudia Baughan Reynolds  
Magna Cum Laude

Abigail Kate Richardson  
Summa Cum Laude

Micaela Kristin Richman  
Cum Laude

Charles Knox Richmond III  
Cum Laude

Luke Robert Rickenbacher  
Cameron Forrest Riedy  
Connor Richard Riley  
Cum Laude

Parker John Ripich  
Magna Cum Laude

Austin Gray Roberts  
William Roberts  
Magna Cum Laude
with Honors in Finance

Jacqueline Rose Roebeek  
Magna Cum Laude

James Donovan Rogers  
Magna Cum Laude

Owen Matthias Rogers  
Allyson Ione Rohner  
Austin Matthew Roll  
Magna Cum Laude

Dominic Romano  
Cum Laude

Daphne Jo Romo  
Boniface Levi Romp  
Charlie Donovan Rosenblit  
Magna Cum Laude

Lily Rosenthal  
Magna Cum Laude

Evan Michael Ross  
Magna Cum Laude
with Honors in Finance

Hanna Elizabeth Ross  
Summa Cum Laude

Megan M. Ross  
Cum Laude

Michael Christian Hudson Ross  
Cum Laude

Mitchell Harrington Rossi  
William Chase Rowe  
Caroline Marie Rownd  
Kimberly Rubio  
John Preston Rumpke  
Magna Cum Laude
with Honors in Integrated Business and Engineering

James Mac Russell, Jr.  
Samuel Dale Russell  
Magna Cum Laude
with Honors in Finance

Shahrokh Farhood Ugli Ruziev  
Cum Laude

Lily Anne Ryan  
Peter Joseph Rycklik  
Cum Laude

Skyler Neilee Saffer  
Summa Cum Laude

Akashdeep Saggu  
Magna Cum Laude

Austin Robert Samhric  
Magna Cum Laude

Evan Robert Sanders  
Summa Cum Laude

Katherine Ann Sandstrom  
Cum Laude

Cade Santha  
Magna Cum Laude
with Honors in Business Administration

Brendan Jonathan Sardo  
Jason Lawrence Sardo  
Cum Laude

Marine Sarr  
Cum Laude

Elin Rose Saslaw  
Magna Cum Laude

Kritika Seliga  
Cum Laude

James Sauer  
Tyler Sauer  
Peyton Gynmes Sawyer  
Amanda Elvera Scatara  
Cum Laude

Alyssa Schaffer  
Cum Laude

Evan Michael Schaefer  
Nicholas William Scharitz  
Magna Cum Laude

Tia Alessandra Schiavetta  
Magna Cum Laude

Zachary Charles Strausvello  
Cum Laude

Ashley Faith Schlaeger  
Cum Laude

Kevin Richard Schlager  
Sani Frances Schlonsky  
Summa Cum Laude

Calley Taylor Schmatz  
Summa Cum Laude

Taylor Marie Schmidt  
Cum Laude

Benjamin Paul Schmiesing  
Summa Cum Laude

Luke Patrick Schneider  
Cum Laude

Brian Harris Schneiderman  
Cum Laude

Ryan Michael Schoener  
Cum Laude

Gabriella Marie Scholecliff  
Magna Cum Laude

David Michael Schrader  
Carly Elizabeth Schriner  
Magna Cum Laude

Cassandra Schroeder  
Cum Laude

Renee Lauren Schroeder  
Madeline Therese Sculli  
Cum Laude

Marc Anthony Scordia  
Magna Cum Laude

Nicholas Robert Scott  
Tyler David Scott  
Cum Laude

Jennifer K. Sedlatschek  
Samantha Jo Sedlemeier  
Lexi Rose Seiden  
Magna Cum Laude

Elle Grace Seliga  
James Anthony Seliskar  
Cum Laude

William Peter Sengos  
Summa Cum Laude

Theresa Senkyere  
Vincent Philip Sgro  
Abigail Katherine Shaffer  
Magna Cum Laude

Sydney Noel Sheller  
Brahmi Shah  
Taylor Jean Shanley  
Cum Laude

Juni Shao  
Cum Laude

Akash Sharma  
Magna Cum Laude

Colin Patrick Shaughnessy  
Molly Shaughnessy  
Magna Cum Laude

Brittany Nicole Shearer  
Taylor Paige Sheets  
Mohammed Faheem MohammedIlyas  
Sheikh

Chengjun Shen  
Cum Laude

Mingqiao Shen  
Magna Cum Laude

Logan Ray Shepherd  
John Sheppard  
Cum Laude

Samuel David Shew  
Madison Shimbles  
Alexander Jacob Shiplett  
Justin James Shipley  
Craig Alan Shock  
Cum Laude

Samson Frederick Otto Shook  
Magna Cum Laude

Gavin Shooflin  
Cum Laude

Gregory Alexander Showalter  
Mustafa Mohamoud Shukri  
Logan Donald Siefer  
Cum Laude

Jennifer Lauren Sieger  
Cum Laude

Taylor Charlene Sierien  
Nicholas James Signore  
Brittany Paige Silk  
Cum Laude

Nicholas Alexander Sillart  
Evan Robert Silvers  
Wesley Allen Simon  
Drake Oliver Smrks  
Cum Laude

Russam Singh  
Kyle Patrick Sivula  
Cum Laude

Jennifer Elaine Sizemore  
Magna Cum Laude

Justin Michael Sizemore  
Elizabeth Audrey Skolnik  
Magna Cum Laude

Ryan Arthur Slawson  
Mary Frances Clare Sleza  
Mark David Smaldino  
James Lyons Smart  
Cum Laude

Aliison Nicole Smith  
Brandie Fabiana Smith  
Chase Michael Smith  
Cum Laude

Daniel Philip Smith  
Grant Tyler Smith  
Justin Ishmael Smith  
Madeline Ann Smith  
Magna Cum Laude

Mikayla Elizabeth Smith  
Robert Jackson Smith  
Magna Cum Laude

Rufus Braxton Smith  
Cum Laude

Michael William Snow  
Mara Ann Snyder  
Cum Laude

Reagan Elizabeth Snyder  
Summa Cum Laude

Robert Michael Soeder  
Cum Laude

Lauren Soja  
Jadan Robin Solis  
Yash Subodh Somani  
Cum Laude

Lucila Soto  
Casey Rose Spangler  
Jacob Spaudle  
Magna Cum Laude

Roy Spencer  
Magna Cum Laude

Sam Dajoop Spiegelman  
Cum Laude

Emma Spinney  
Magna Cum Laude

Evan T. Stabler
February 23-25, 2021, Board of Trustees Meetings

Lindsey Stahl
Summer Cum Laude
Eric James Stahl
Magna Cum Laude
Samuel Jeffrey Stainton
William Allen Staker
Leeanna Marie Stamm
Summer Cum Laude
with Honors in Accounting
Brian Gregory Stangland
Magna Cum Laude
Alexandra Stanch
Cum Laude
Charles William Stanislav
Cum Laude
Wesley Ryan Stanovsek
Joseph Stanton
Summer Cum Laude
Reagan Blair Starcher
Magna Cum Laude
Michael Starkman
Magna Cum Laude
with Honors in Finance
Samantha Starkoff
Cum Laude
Cameron Matthew Stauffer
Kimberly Eve Stawski
Cum Laude
Michelle Nicole Stayonovich
Cum Laude
Abbey Roseman Steckler
Summer Cum Laude
Julia Marie Stephenson
Summer Cum Laude
with Honors in Business Administration
Chase Edward Stevens
Connor Patrick Stewart
Joseph William Steward
Summer Cum Laude
Sydney Claire Stewart
Sage Madison Stickleby
Cum Laude
Camryn Nicole Stobart
Magna Cum Laude
Devin Delain Stoker
Kevon Jack Stone
Magna Cum Laude
Rosie Stone
Cum Laude
Courtney Sommer Storer
Cum Laude
Cott Franklin Stettlemire
Matthew Logan Stovisky
Cum Laude
Merrill Robert Strachan III
Magna Cum Laude
John Anthony Straniere
Magna Cum Laude
Henry Joseph Stromberg
Cum Laude
Jeremy John Struckel
Cum Laude
Garrett Ryan Studer
Magna Cum Laude
Shelby Stuff
Jack Philip Stutman
Cum Laude
Ratha Lakshmi Subbanaga
Evans Subedi
Hasan Subzwari
Cum Laude
William Sulh
Magna Cum Laude
Huan Su
Cum Laude
Jack Patrick Sullivan
Magna Cum Laude
with Honors in Finance
Timothy Joseph Sullivan
Eric Suryaiburaphakhul
Magna Cum Laude
Donna Surma
Cum Laude
Logan Ashlie Sutton
Nadia Swanevy
Vincent Paul Sweat
Jack Frederick Sweeney
Magna Cum Laude
Corey Michael Sweet
Magna Cum Laude
Carlie Rose Swider
William Jones Swift
Will Patrick Swinton
Maya Blaise Szonn-Lillard
Joseph Tabassa
Lindsay Marie Tacy
Cum Laude
Xin Ning Tan
Magna Cum Laude
Yuxi Tan
Tiffany Huojung Tang
Cum Laude
Yu Tang
Cum Laude
Christian Tanicala
Summer Cum Laude
Zhiyi Tao
Magna Cum Laude
Zitian Tao
Magna Cum Laude
Lara Tarvit
Summer Cum Laude
with Honors in Business Administration
Giovanna Tavares Decenzi
Koli Theodore Taylor
Shea Jane Taylor
Magna Cum Laude
Noah Richard Teeters
Magna Cum Laude
with Honors in Finance
Paola Nicole Teito
Noah Matthew Tepper
Ryan Williams Theis
Alyssa Marie Thienman
Jessica Arlene Thies
Cum Laude
Julian James Thomas
Taylor Mark Thompson
Dari Anna Thrapp
Cum Laude
Liam Michael Boykin Thrawl
Curtis David Timney
Alexander Raymond Titus
Andy To
Kelly Marie Tobin
Summer Cum Laude
Milos Tolj
Alison Marie Tomsho
Cum Laude
with Honors in Business Administration
Juliet Peasey Cherry Top
Isaina Marie Torres-Oyola
Loi Tan Tran II
Vinh Ba Tran
Michael Alexander Tranantifilou
Cum Laude
Duy Khanh Trinh
Cum Laude
Matthew Robert Triotta
Nicole Elizabeth Trzaska
Chih-Yun Fiona Tseng
Cum Laude
Michael Tsou
Cole Ronald Tusil
Spencer Anderson Turner
Alexis Marie Twiss
Cum Laude
Piranat Uamliang
Cum Laude
Curtis John Ulenhake
Magna Cum Laude
Eric Christopher Unchaker
Tessa Nicole Ulman
Abigail Juliane Vago
Cum Laude
Alexander Anthony Valletto
Cum Laude
Olivia Anne Van Bokkelen
Cum Laude
Abigail Frances Van Fosson
Lillian Grace Van Zant
Alexandra Corine Vander Molen
Manasa Vyjayanti Vangun
Trevor VanPopering
Daniel Steven Varnish
Summer Cum Laude
Mia Varzino
Magna Cum Laude
Christopher Alan Vaughn
John Gerard Velotta
Cum Laude
Paige Shawn Venancio
Magna Cum Laude
Ryan Michael Venter
Magna Cum Laude
Brandon Robert Vertolli
Carlin Rose Villamaria
Vidhya Preethi Vydula
Magna Cum Laude
Nathan Ralph Thomas Waddell
Nicholas Kyle Wade
Magna Cum Laude
Chase Michael Wagner
Summer Cum Laude
Grant Patrick Wagner
Atkien Wawood
Cum Laude
Jacqueline Renee Walbom
Rachel Lauren Walker
Cum Laude
Steven Joseph Walko
Cum Laude
Caroline Anne Wallace
Magna Cum Laude
Michael Haines Wallace
Samantha Kathleen Wallick
Magna Cum Laude
Connor William Walsh
Cum Laude
Daniel James Walsh
Summer Cum Laude
Nicholas Walters
Cum Laude
Alani James Wang
Boyo Wang
Magna Cum Laude
Hsin Ta Wang
Cum Laude
Nicholas Li Wang
Magna Cum Laude
Shyao Wang
Songlin Wang
Wenqi Wang
Summer Cum Laude
Yiting Wang
Cum Laude
Yuejian Wang
Zikan Wang
Cum Laude
Dana Elizabeth Ward
Summer Cum Laude
Dylan Bradford Ward
Magna Cum Laude
with Honors in Business Administration
with Honors Research Distinction in Marketing
Ellie Patricia Ward
Cum Laude
Macey Jeanette Warden
Jordan Corey Wasserman
Magna Cum Laude
Bryan Matthew Waters
Cum Laude
Kendall Menissa Watkins
Magna Cum Laude
Christopher Thomas Watson
Cum Laude
Miles Jordan Waytes
Victor Alexander Weber
Maggie Wedding
Summer Cum Laude
Cameron Wedeke
Jenna Marie Wehrle
Summer Cum Laude
Benjamin Lucas Weider
Magna Cum Laude
Jake David Weinstein
Magna Cum Laude
Matthew Weinstein
Magna Cum Laude
Matthew Hunter Weintraub
Madison Carol Went
Cum Laude
Bianna Cecelia Wenzinger
Magna Cum Laude
David Wertheim
Jonathan William West
Summer Cum Laude
with Honors in Finance
Scott Andrew Westman
Cum Laude
Jake William Westover
Magna Cum Laude
Benjamin Clark White
Joseph Robert White
Priya Chettur White
Lauren Whiteford
Magna Cum Laude
with Honors in Business Administration
with Honors Research Distinction in Logistics

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February 23-25, 2021, Board of Trustees Meetings

Lifeng Xu
Shuming Xu
Cum Laude

Yuhan Yan
Cum Laude

Anq Yang
Magna Cum Laude

Xuefeng Yang
Magna Cum Laude

Bryan Jun Sheng Yap
Summa Cum Laude

Kai Ye
Sicen Ye
Cum Laude

Wenxin Ye
Helu Yi

Yan Min
Magna Cum Laude

Richard Chen Ying
Carly Elizabeth Young
Cum Laude

Michael Young
Cum Laude

Chen Zihao
Magna Cum Laude

Chaozheng Zhou
Enyuan Zhou
Cum Laude

Mary Zhu
Qingyu Zhu

Shikai Zhu
Magna Cum Laude

Isabella Rose Siegel
Alexandra Paige Zifrony

Zachary Adam Zinsmeister
Ava Danielle Zirigaitis
Cum Laude

Scott Andrew Zebec

College of Dentistry

Dean: Patrick M. Lloyd

Doctor of Dental Surgery

Mallory Marie Alexander
B.S.Hlth.Reh.Sci. (The Ohio State University)
Magna Cum Laude

Haley A. Allen
B.S. (Miami University)

Jacob Amato
B.S. (University of Dayton)
Cum Laude

Kristen Ambrozic
B.S.Pub.Hlth. (The Ohio State University)
Cum Laude

Jacob A. Arvia
B.S. (University of South Carolina)

Sarah Ann Baker
B.S. (Bowling Green State University)

Scott Michael Balzer
B.S. Nutrition (The Ohio State University)

Wesley C. Bean
B.A. (Capital University)

Anna Katherine Birch
B.A. (The Ohio State University)
Cum Laude

Allison Bockrath
B.S. (Cornell University)

B.S. (Southern Utah University)

John C. DeMille
B.S. (Florida International University)

Nicholas Joseph DePaula
B.S. (Kent State University)

M.S. (The Ohio State University)

Patrick Drocton
B.S. (John Carroll University)

Magna Cum Laude

Sara Fadialla
B.S. (Northwestern University)

Joshua M. Ferraro
B.A. (University of Wisconsin)

Brett Charles Freeman
B.A. (The Ohio State University)

Michelle Furst
B.S. Biomed.Eng. (The Ohio State University)
Magna Cum Laude

Nicola A. Gabriele
B.A. (The Ohio State University)

Paul Geuy
B.S., M.Pub.Hlth. (The Ohio State University)

Joseph S. Greiner
B.S. (University of Dayton)
Cum Laude

Morgan Renae Greve
B.S. Nutrition (The Ohio State University)

William G. Grooms
B.S. (Virginia Polytechnic Institute and State University)

Aaron Haah

Michael Husam Halasa
B.S.Elec.Cptr.Eng. (The Ohio State University)

Nathan William Harris
B.S. (The Ohio State University)

Karina A. Hayek
B.S. (Youngstown State University)

Janell Elizabeth Herron
B.S.Dent.Hyg. (The Ohio State University)

Cum Laude

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February 23-25, 2021, Board of Trustees Meetings

Kimberly A. Holmes
B.S. (Muskingum University)

Adam Brian Holowecky
B.A. (The Ohio State University)

Faramoluwa Hurt
B.S.Dent.Hygn. (The Ohio State University)

Mia M. Jacobs
B.A. (University of Cincinnati)

Jarid Ronald Jones
B.S. (The Ohio State University)

Benjamin Joseph
B.S. (University of Dayton)

Yeram Kang
B.S. (The Ohio State University)

Scott J. Knopke
B.S. (Xavier University)

Melissa Nicole Landsman
B.S. (The Ohio State University)

Cameron R. Layer
B.S. (The Ohio State University)

Deanna E. LeCroix
B.S. (University of Dayton)

James N. Kunster
B.S. (Kent State University)

Griffin H. Laker
B.S. (Brigham Young University)

Melissa Nicole Landsman
B.S. (The Ohio State University)

Cameron R. Layer
B.S. (Denison University)

Aaron Jacob Little
B.S. (The Ohio State University)

Luke C. Lloyd
B.S. (Walsh University)

Kevin R. Lydic
B.S. (Ohio Dominican University)

Ront Bharati Majumdar
B.A. (The Ohio State University)

Samantha Leigh Marks
B.S. Nutrition (The Ohio State University)

Jeffrey J. Martini
B.S. (Michigan State University)

Dominick R. Massa
B.S. (University of Dayton)

Megan Elizabeth Massey
B.S. (The Ohio State University)

Nicholas Alden Miller
B.S. (The Ohio State University)

Sherridan Nicole Mitchell
B.S. (The Ohio State University)

Nicholas J. Molnar
B.S. (Ohio University)

Dallas L. Montag
B.S. (Marietta College)

Andrew G. Nahra
B.S. (John Carroll University)

Athanasiouas Christopher Nicolozakes
B.S.Biomed.Eng. (The Ohio State University)

Lindsay R. O'Donnell
B.S. (West Virginia University)

Mihail C. Ocraniciuc
B.S. (Walsh University)

James P. Pacheco
B.S. (Utah Valley University)

Ena Pavlovici
B.S. (John Carroll University)

Daniel S. Phillips
B.S. (University of Akron)

Evan A. Pivetz
B.S. (Kent State University)

Taylor C. Price
B.S. (Brigham Young University)

Anna Pauline Ralph
B.S.Food.Ag.Bio.Eng. (The Ohio State University)

Leva A. Sabet-Sharghi
B.S. (University of Kentucky)

Joe M. Salame
B.S. (Wright State University)

Leslie R. Scott
B.A. (Columbia University)

Osbin Sharma
B.S. (The Ohio State University)

Abby L. Sieker
B.S. (Bowling Green State University)

Cesar H. Silbak
B.S. (University of Cincinnati)

Abigail B. Simmons
B.A. (The Ohio State University)

Zachary T. Skabelund
B.S. (Utah State University)

Amanda Nicole Sklenar
B.S. (The Ohio State University)

Stephen P. Slade
B.S. (University of Florida)

Heather M. Smith
Bachelor's (University of Dayton)

Robert David Smith
B.S. (The Ohio State University)

Hilary E. St Pierre
B.A. (Ohio University)

Jessica J. Stanik
B.A. (Ohio Wesleyan University)

Morgan Alicia Straits
B.S.H.D.F.S. (The Ohio State University)

Jack S. Tang
B.S.Dent.Hygn. (The Ohio State University)

Yousif Tayeh
B.S., M.S. (Cleveland State University)

Michael L. Thomas
B.A. (Miami University)

MS. (University of Notre Dame)

Emily Uselman
B.S. (Xavier University)

Gina D. Vujovic
B.S. (Loyola University)

Carolyn L. Wang
B.S.Biomed.Eng. (The Ohio State University)

Alexander J. Wells
B.A., M.A. (John Carroll University)

Daniel R. Wood
B.A. (University of Cincinnati)

Alex S. Yeh
B.S. (University of Arizona)

Taryn H. Yost
B.Bus.Adm., M.B.A. (Ohio University)

Bachelor of Science

Heather Ann Abell
Lea Ann Campbell
Ashlee Elizabeth Durant
February 23-25, 2021, Board of Trustees Meetings

College of Education and Human Ecology
Dean: Donald B. Pope-Davis

Bachelor of Science in Health Promotion, Nutrition, and Exercise Science
Savannah Kay Charles
Cassandra DelPrincipe
Cum Laude
Sarah Dettloff
Mallory Elson
Taylor Noel Friedman
Jalyn Ann Goddard
Dakota Fox Graf
Taylor Noel Friedman
Mallory Elson
Nathan Shelby

Bachelor of Science in Human Development and Family Science
Megan Rosa Andes
Chloe Elizabeth Balyeat
Anava Ro qe’d Battle
Brittany Louise Bayless
Amanda Elizabeth Beck
Joseph Alan Belsan
Megan Cum Laude
Ashley Elaine Blair Bergin
Taylor Brianne Blowers
Aubrey Elizabeth Boyd
Elisabeth Hannah Brooks
Cum Laude
Laken Sue Brown
Summa Cum Laude
Jazmin Bullock
Deborah Cannon

Luciana Catherine Cassiere
Constante Faith Claus
Kendall Marie Cloud
Tiffany Francis Connors
Michelle Renee Conti
Sevahna Clair Crofford
Micah Nicole Cross
Oliva Gracela Diaz Melgaro
Madison Nicole Dunn
Michael Joseph Durant
Brooke Elizabeth Durlhaier
Claire Elizabeth Edison
Cum Laude
Mye Jenea Fair
Katharine Anne Farrell
Cum Laude
Jamie Anne Flinn
Jenna Foust
Evam Miles Fox
Cum Laude
Nicholas Brian Fritz
Joseph Kerry Gahn
Elijah Maurice Gardner
Gillian Bennett Garverick
Sydney Marie Gaus
Magn Cum Laude
Meghan Elizabeth Gibson
Naomi Louise Gilbertsen
Jessica Goodman
Shelby Gosser
Magn Cum Laude
Rhea Gupta
Maeve Margaret Hackman
Morgan Elizabeth Hale
Morgan Calos Harper
Magn Cum Laude
Cade Matthew Harvey
Cameron Emma Harvey
Frank Emory Hayes
Madison Henry
Cum Laude
Leonie Sophie Heuer
Cum Laude
Omar Abdallah Ibrahim
Isabella Maria Invernizzi
Dzefn Lee-ja Johnson
Cum Laude
Madison Grace Keen
Magn Cum Laude
Richard George Kelley
Sara Beth Keough
Marissa Rose Krietemeyer
Magn Cum Laude
Natalie Kathleen LeCava
Magn Cum Laude
Alexandria Chantal Lach
Erin Danielle Landberg
Magn Cum Laude
Trenton Norris Langahr
Maryan Ali Liban
Cum Laude
Latesea Lightfoot
Quincy Logan
Joseph William Looney
Sophia E. Lyon
Xingyu Ma
Cum Laude
Brooke Ann Marzetti

Miles Scott McConnaughey
Camille Alexis McElhanan
Lakisha Jabara Medlock
Rocio Anahi Mino
Joseph Medardo Ortiz
Rajvi Jitenkumar Paracha
Da’Vaulthauk Durqena Park
Peter Peterman
Katherine Seering Phl
Magn Cum Laude
Lisa Michelle Pontius
Claire Madison Pritchard
Cum Laude
Bradley Thomas Robinson
Mariah Isabella Robles
Brendan Jeffrey Roszman
Cum Laude
Darian Lana Sapp
Garlan Rose Sapp
Rachel Christine Schwab
Magn Cum Laude
Kamryn Michelle Short
Nadra Abdolghani Siraji
Aidah Kiara Smith
Wesley Smith
Ke’Asa J. Spikes
Isabel Anne Stankivitz
Magn Cum Laude
Dennis Ryan Surbaugh
Freda Sykes
Robert Szmanza
Amanda Paige Tijerina
Cum Laude
Marisa Rose Tijerina
Taylor Nicole Trible
Olivia Ann Valaza
Jackeline Valladares
Adam Mitchell Vaughan
Ke’Shawn Che’Mar Vaughan
Thomas Gerard Walsh
Meredith Grace Walters
Magn Cum Laude
Noticia Deena Ward
Kiah Anna Wendel
Cum Laude
Taylor Renae Willis
Allen JNaEe Wright
Ruhan Zhang
Cum Laude

Bachelor of Science in Human Ecology
Chloe Meredith Reed Amich
Magn Cum Laude
Sarah Anne Berry
Quentin Zane Binkley
Sarah Louise Blair
Blake Allen Bollinger
Marisa Ann Bradley
Cum Laude
Deidre Ann Brady
Magn Cum Laude
Caitlin E. Brendel
Adrianna Brooks
Claire Elizabeth Cannon
Alexis Suzanne Carey
Magn Cum Laude
Gianna Marie Clegg

Rosemary Beth Colegrove
Shanxie Alexander Cross
Anthony Dewayne Crowe, Jr.
Caroline Cutler
Magn Cum Laude
Courtney Meghan D’Angelo
Dominick Anthony DelFilippo
Taylor Delasho
Xuany Dong
Magn Cum Laude
Mitchell James Ehman
Magn Cum Laude
Micah Dine Fiegler
Madeleine Eva Fogarty
Cum Laude
Amber Nicole Ford
Amarti A. Foster
Cameron Scott Fraser
Aaron Gollatt
Alexis M. Gooding
Winter Yang Grimm
Tatjana Grozdic
Taylor Jane Guthrie
Cum Laude
Avery Brynan Hahn
*Jake Richard Hanson
Sydney Andrea Harris
Seth Martine Hartman
Tyler Matthew Helmerich
Bryce Harrison Herd
Camila Herrada
Natalies Hixon
Cum Laude
Vpicla Balliu Holley
Kallan Elise Imhoff
Cum Laude
Rheem Iskander
Jennifer Jarvis
Signg Jia
Rylee Elizabeth Johnson
Grace Lucille Kanowski
Jacob Bumell Kasday
Ji Eun Kim
Karlo Shaye Klug
Jacob Anthony Kohuth
Abby Marie Krauser
Amanda Lee Kuenzli
Magn Cum Laude
Wynn Gabriel Lekhavanja
Elizabeth Mujing Liao
Kai Zhuo Liu
Mingchon Liu
Taylor Jordan Lucas
Matthew Edward Lux
Rachel Anne Martin
Paul Omer’Maynard III
Kenna Marie McCasky
Clara Patricia McCusker
Kylee Shai McNutt
Amir Metts
Nicholas Stephen Montalto
Breece Leeay Mosley
Grace Kathryn Nanni
Magn Cum Laude
Abbie Nicole Neer
Faith Amber Marie O’Hare
George Richard Palmer
Sarah Kathleen Parker
Marlene Perez
Lillian Mae Prochazka
Kylie Kristine Reich

awarded posthumously

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February 23-25, 2021, Board of Trustees Meetings

Bachelor of Science in Hospitality Management

Lести Renee Alexander
Jorden Tyler Boone
Kendall Nicole Brown
Cum Laude

Aubry Danielle Cole
Sam John Danford
Sarah Marie Evans
Anna Gayheart

Ariel Cassidy Gowdy
Cum Laude

Lydia G. Hartlie
Chenzhi Hu
Selynn Kallumkal
Joseph Lee Keenan
Lauren Marie Lightfoot
Cum Laude

Abigail Marie Linville
Hunter Elizabeth McCorkle
Elizabeth Ann Moellenkamp
Samantha Morgan
Virginia Luette Pajer
Cum Laude

Meghin Ashley Reinitz
Cum Laude

Camilla Rivano
Cum Laude

Haley Marie Rudiger

Yukie Sasaki
Cum Laude

Eve Elizabeth Scarpone
Charles James Schiano
Alexis Mercedes Shelton
Kiaya Taylor Victor

Bachelor of Science in Nutrition

Christina Catharine Allen
Summer Cum Laude

Carly Anne Arnold
Cum Laude

Samantha Lyn Bernhardt
Cum Laude

Mariah Lorraine Bruns
Camryn Danielle Cohen
Cum Laude

Haley Jo Conley
Zoe Anne Davis

Holly Delargrange
Alicyn Patrice Dickman
Magnus Cum Laude

Sarah Beth Dunn
Summer Cum Laude

Lauren Nicole Eusario
Magnus Cum Laude

Melieh Fobelliah
Ilana Michelle Graffel
Cum Laude

Lauren Elizabeth Griffin
Magnus Cum Laude

Sharon Grubke
Heather Marie Hadam
Cum Laude

Timothy Vaughn Hall
Cum Laude

Peyton Elizabeth Hinterberger
Alyssa Marie Holtinger
Summer Cum Laude

Ashley Renee Jamison
Cum Laude

Mitchell Kelley
Shannon Amanda Knapp
Johann Nicholas Koehler
Zhanyngue Lin

Journey Elizabeth Link
Marleigh Grace McGuire
Cum Laude

Abigail Elizabeth Miller
Summer Cum Laude

Tyler Minney
Ariella Minus

Meg Delaney Mitchell
Magnus Cum Laude

Madison Elizabeth Morgan
Kayla Michelle Nero
Cum Laude

Alaney Marie Oney
Summer Cum Laude

Abigail Cathleen Morgan
Ayana Aislinn Osborne
Madeleine Brooke Osborne
Alexis Renee Payton
Magnus Cum Laude

Kearson Bree Petruzi
Georgia Pobi
Bradley Thomas Robinson

Gianna Roland
Kari Jean Saunders
Avital Yardenas Weiss Spira
Magnus Cum Laude

Leah Elizabeth Stein
Summer Cum Laude

Mary Margaret Stoecklein
Alison Ulrich-Richman
Cum Laude

Annelese Camille Vitt
Magnus Cum Laude

Noel Patricia Wallace
Cum Laude

Anthony Jack White
Erin Yu

Gina Nicole Zamar
Summer Cum Laude

Riley Zamiski
Danielle Nicole Zborovsky

Bachelor of Science in Education

Matthew Duncan Abeevesinghe
Claire Alyse Ackerman
Magnus Cum Laude

Chelsea Adams
Summer Cum Laude

Sumaiyah Akhtar
With Research Distinction in Nutrition

Lauren Nicole Eusario
Magnus Cum Laude

Amal Ahmed Ali
Summer Cum Laude

Sangabo Abdi Amin
Emily Renee Amundson
Summer Cum Laude

Alexandra Lauren Anderson
Magnus Cum Laude

Natalie Michelle Anderson
Summer Cum Laude

Alexandra Andrei
Madelyn Louise Angle
Magnus Cum Laude

Justin Annesi
Magnus Cum Laude

Amanda Askel
Magnus Cum Laude

Rachel Ann Smith Armstrong
Magnus Cum Laude

Kjeye Brianne Arnold
Aubrey Elaine Ashbrook
Magnus Cum Laude

Abigail Lee Athey
Emma Elizabeth Babcock
Magnus Cum Laude

Sophia Baez
Christopher Edward Morris Bailey
Kyle Joseph Baker
Magnus Cum Laude

Colby Philip Barker
Cum Laude

Jenna Marie Basinger
Magnus Cum Laude

Peyton Shea Batisto
Cum Laude

Michaela Marie Baum
Magnus Cum Laude

Mindy DeaAnn Bean
Hannah Beck

Tenley Irene Becker
Summer Cum Laude

Jala Faith Belcher
Christofer Keith Alan Bell, Jr.
Cum Laude

Lindsay Alyane Belli
Magnus Cum Laude

Kyle Christy Benson
Emma Hager Berin
Magnus Cum Laude

Harison Milind Bhanoo
Caitlin Monique Bishop
Summer Cum Laude

Elizabeth Ann Bivens
Courtney Ann Blakeman
Magnus Cum Laude

Kayla Nicole Blanton
Cum Laude

Ashley Bevins
Cum Laude

Marah Lee Blomgren
Cum Laude

Sarah Louise Bocook
Magnus Cum Laude

Samantha Rose Boehler
Cum Laude

Tadeusz Zwen Bogelski
Magnus Cum Laude

Jacob Z. Bouzougliou
Katarina Lee Brown
Summer Cum Laude

Mackenzie Lane Boyd
Magnus Cum Laude

John Gilbert Bozelli
Cum Laude

Victoria Branch

Benjamin Jacob Brandon
Cum Laude

Dimitris Brandon
Magnus Cum Laude

Mark Edward Breen, Jr.
Magnus Cum Laude

Ashley Lynn Breidenbach
Summer Cum Laude

Brittti Marie Brown
Connor Ryan Brown
Lisa Marie Bruno
Alexandra Madison Buck
Katelyn Ann Budreau
Magnus Cum Laude

Riley Stephen Bullock
Hunter Brian Burggraf
Kyle Robert Burnier
Jared James Butler
Cum Laude

Clint Byers
Maya Bygrave
Madison Crosby Callahan
Margaret Olivia Capel
Summer Cum Laude

Julia Rose Casagrande
Magnus Cum Laude

Sidney Lee Champion
Marl Jaclyn Chawkin
Summer Cum Laude

Yuan Chen
Natalie Ann Chene
Jordan Elizabeth Chieffy

Kennedy Lee Clement
Cum Laude

Garrett Brian Clingan
Magnus Cum Laude

Lachlan Ray Clymer
Cum Laude
February 23-25, 2021, Board of Trustees Meetings

Mitchell Wayne Mabry
Magna Cum Laude
Zachary Allan MacDonald
Magna Cum Laude
Kevin Patrick Madigan
Emily Ann Maglalota
Magna Cum Laude
Rickey Joseph Magantea
Cum Laude
Amelia Rose Maloney
Summa Cum Laude
Avery Nicole Manbeck
Ahri Rashad Manning
Magna Cum Laude
Rachel Anne Maria
Summa Cum Laude
Korbyn Lynn Martin
Abigail Rose Martini
Cum Laude
Sean Mary
Andrew James Mason
Cum Laude
Jenal Dominique Matricardi
Magna Cum Laude
Demario Shalyn McColl
Ashley McCartney
Mary McCaslin
Cum Laude
Delaney McCoy
Magna Cum Laude
Dorothy McDaniels
Magna Cum Laude
Erin Suzanne McElroy
Summa Cum Laude
Mikayla Rose Mehlings
Cum Laude
Cayla Rose Mercuro
Magna Cum Laude
Hunter Michniak
Summa Cum Laude
Abigail Marie Middleton
Cum Laude
Donald James Miller
Cum Laude
Garrett Isaac Miller
Cum Laude
Kyle Andrew Miller
Magna Cum Laude
Tobias Joseph Miller
Magna Cum Laude
Cathyn Nicole Millhouse
Cum Laude
Sumire Sugi Minagawa
Summa Cum Laude
Sarah Grace Moelis
Summa Cum Laude
Andrea Mogen
Magna Cum Laude
Adnan A. Mohamed
Nayya Sutton Mooney
Cadin Elizabeth Monarty
Cum Laude
Ashley Elizabeth Morris
Magna Cum Laude
Devan James Morrow
Cum Laude
Madeleine Ann Mulhali
Magna Cum Laude
Simon B. Murdock
Magna Cum Laude
Mason Thomas Myers
Summa Cum Laude
Reagan Louise Myrwood
Cum Laude
Rebecca Sydney Nachbin
Magna Cum Laude
Sarah Nagata
Cum Laude
Dharmayuth Naguleswaran
Summa Cum Laude
Hedaya Najjar
Magna Cum Laude
Tahsin Najmi
Thomas David Nappier
Fatjona Ndure
Magna Cum Laude
Victor Nduaguba, Jr.
Brian Jacob Needle
Summa Cum Laude
with Honors Research Distinction in Sport Industry
Claire Elizabeth Neibekker
Magna Cum Laude
Sean Ryan Neighberger
Magna Cum Laude
Juliana Nicole Neil
Magna Cum Laude
Matthew David Newman
Cum Laude
Benjamin Campbell Nocella
Magna Cum Laude
Gabrielle Christine Noorkah
Cum Laude
Alyxandra Marion O’Day
Magna Cum Laude
Ann Elizabeth O’Neill
Cum Laude
Victoria Olayo-Peza
Cum Laude
Cayla-Nicole Giles Ong
Cum Laude
Rachel Marie Orwick
Summa Cum Laude
Wilbert Hubert Owens III
Magna Cum Laude
Teovey Emily Page
Magna Cum Laude
Cali Ann Painter
Cum Laude
Chris Thomas Pankrin
Cum Laude
Dylan Jacob Popali
Cum Laude
Joon Woo Park
Magna Cum Laude
Sarah Anne Park
Magna Cum Laude
William Cole Parsley
Magna Cum Laude
Makekna Delight Pauff
Magna Cum Laude
Emily R. Pearlman
Summa Cum Laude
Cade Garrett Penix
Camryn Perone
Cum Laude
Kent Lee Petersen
Asher Rose Phlpot
Cum Laude
Rachel Marie Pizzi
Magna Cum Laude
Anne Leigh Potts
Spencer Ryan Poulot
Daniel Kyle Price
Cum Laude
Caylin Hope Prigge
Kaleigh Nicole Putnam
Cum Laude
Brynn Raich
Cum Laude
Dustin David Read
Cum Laude
Camryn Elizabeth Redd
Summa Cum Laude
Emily Case Rensi
Magna Cum Laude
Lauryne Renee Richardson
Magna Cum Laude
Alyssa Marie Rodinger
Summa Cum Laude
Joshua Kyle Riehle
Summa Cum Laude
Alexander Logan Riggio
Stephanie Righetti
Magna Cum Laude
Megan Jeanne Ritchie
Conner Walter Roading
Cum Laude
Jessica Robinson
Magna Cum Laude
Megan Elizabeth Robinson
Cum Laude
Daniel Roderer
Venus Arianna Rogers
Alyssa Yvette Roggenburk
Victoria Rose Rohlf
Nicole Marie Rose
Magna Cum Laude
Kate Cinquina Rosenthal
Cum Laude
Michael Jacob Rubinfeld
Magna Cum Laude
Sophie Christine Rudloff
Summa Cum Laude
Jacob Dillon Rutan
Blake William Ryan
Cum Laude
April Tia Alexis Rymer
Cum Laude
Brandon Patrick Sagle
Magna Cum Laude
Erica Elizabeth Saine
Magna Cum Laude
Lucas Patrick Salcedo
Magna Cum Laude
Haley Marie Salyer
Aramis Jamel Sanders
Tyler James Sanford
Cum Laude
Maryann Elizabeth Santulli
Brittany Marie Schmauch
Cum Laude
Drake Andrew Schmidt
Danelle Schooley
Cum Laude
Grace Ann Schroeder
Summa Cum Laude
Hannah Schueette
Jessica Frances Schuman
Summa Cum Laude
Allyson Kate Schwartz
Magna Cum Laude
Samantha Marie Scott
Summa Cum Laude
Kendall Sharp
Magna Cum Laude
Emily Renee Shaw
Magna Cum Laude
Morgan Summer Sheasby
Summa Cum Laude
Sophie Elizabeth Sheridan
Kari Josephine Shivis
Magna Cum Laude
Mackenzie Renee Short
Magna Cum Laude
Tatum Mackenzie Skaggs
Magna Cum Laude
Madelyn Ann Slowey
Summa Cum Laude
Arielle Danielle Smith
Cum Laude
Ashton Smith
Caitlin Marie Smith
Cum Laude
Claudia Lauren Smith
Dominique Marie Smith
Erika Lynn Smith
Hannah Marie Smith
Magna Cum Laude
with Honors Research Distinction in Educational Studies
Morgan Margaret Smith
Magna Cum Laude
Shelby Smith
Kalee Shae Soehnlein
Carson Aaron Somerville
Summa Cum Laude
Rebecca Eliana Spector
Summa Cum Laude
Kayla Renee Speicer
Magna Cum Laude
Austin Eugene Stehr
Natalie Lynn Staley-Mitchell
Magna Cum Laude
Gracelyn Stall
Leah Ann Stamos
Magna Cum Laude
Evan Stewart Stapp
Andrew Starr
Stephanie Suzanne Steiner
Cum Laude
Emily Lynn Stemple
Hunter Scott Stewart
Magna Cum Laude
Morgan Makaela Stewart
Cum Laude
Kayleigh Stine
Magna Cum Laude
Jenna Noelle Swartzentruber
Sean Szabo
Jozie Lynn Tackett
Colton Alexander Taylor
Summa Cum Laude
Shannon Elizabeth Taylor
Cum Laude
Camille Katherine Thiros
Magna Cum Laude
Kaylynne Sue Thomas
Magna Cum Laude
February 23-25, 2021, Board of Trustees Meetings

Taylor Nicole Thrasher  
Summa Cum Laude

Alessiche Michelle Tiltonson  
Cum Laude

Ashley Nicole Tittle  
Magna Cum Laude

Jyvel Jay Tolbert  
Magna Cum Laude

Alexys Marie Tonissen  
Summa Cum Laude  
with Honors Research Distinction in Middle Childhood Education

Derek Jon Topp  
Magna Cum Laude

Chia Te Tou  
Cum Laude

Madelyn Jane Tracz  
Magna Cum Laude

Sydney Nicole Tucker  
Magna Cum Laude

Morgan Durbin Turley  
Summa Cum Laude

Lindsay Kay Turner  
Magna Cum Laude

Ashlee Michelle Tutko  
Cum Laude

Alexis Marie Twiss  
Cum Laude

Timothy Joseph Uhrig  
Kail Nicole Urbina  
Stephanie Varela-Aguado  
Summa Cum Laude

Ryan Velasquez  
Magna Cum Laude

Andrew Steven Vicario  
Magna Cum Laude

Thomas Theron Vogler  
James Edward Von Pless  
Morgan Christina Wade  
Magna Cum Laude

Natalie Brianne Wiebe  
Summa Cum Laude

Tarah Kay Wagner  
Colin Daniel Waldeck  
Summa Cum Laude

Ryan Turner Walsh  
Magna Cum Laude

Aaron Ren Wang  
Kelsey Anne Ward  
Cum Laude

Sadia Abidkarim Warsame  
Magna Cum Laude

Abbyagile Nicole Watson  
Magna Cum Laude

James Robert Webster  
Magna Cum Laude

Mitchell Patrick Weisgarber  
Summa Cum Laude

Samantha Margaret Welsh  
Magna Cum Laude

Shelby Nadine Josephine Wengen  
Summa Cum Laude

Natalie Brianne Wichman  
Summa Cum Laude

Trent Douglas Wilcoxen  
Magna Cum Laude

Alexis Wilfong  
Magna Cum Laude

Hannah Morgan Wilkes  
Magna Cum Laude

Madison Gabrielle Williams  
Cum Laude

Stanley Darren Williams  
Cum Laude

Hayley Alexandra Wilson  
Cum Laude

Logan Frances Withrow  
Cum Laude

Madison Lane Wolf  
Cum Laude

Mackenzie Elizabeth Wolfe  
Emily Terese Woodcock  
Summa Cum Laude

Matthew James Wray  
Hallie Kera Wright  
Serena Kristine Wright  
Summa Cum Laude

Yanie Xu  
Magna Cum Laude

Lilly Cosette Yocco  
Summa Cum Laude

Emma Yonkers  
Magna Cum Laude

Alisha Jenel Young  
Cum Laude

Alysa Brianna Young  
Magna Cum Laude

Mitchell David Zelle  
Jiali Zhang  
Magna Cum Laude  
Judong Zhang  
Luyao Zhang  
Cum Laude

College of Engineering

Dean: Ayanna Howard

Bachelor of Science in Aerospace Engineering

Kyle Alexander Ackermann  
Emmanuel Adaragbomi Adu  
Thomas Charles Balaj  
Aaron Douglas Bell  
Magna Cum Laude

Isaac Solomon Benignor  
Cum Laude  
with Honors in Engineering  
with Honors Research Distinction in Aerospace Engineering

James M. Bollinger II  
Thomas Bozzi  
Summa Cum Laude

Noah Anthony Broski  
Cum Laude

Peter Nolan Burg  
William Graham Burris  
Andy Chen  
Magna Cum Laude

Aron Duanne Conrad  
Dylan Michael Combruck  
Zachary Cybyk  
Emery George Dalesio  
Noah Darwiche  
Magna Cum Laude  
with Honors in Engineering

Grant Michael Davis  
Andrew Gianni Doll  
Jared Laurence Eijavec  
Aaron Levi Evans  
Ronald Martin Fiala III  
James Lawrence Fields  
Magna Cum Laude

Adam Eugene Fried  
Maddison Ann Goodwin  
Jerome Lamar Gordon II  
Dylan Cameron Green  
Mouhamadou Lamine Guisse  
Cum Laude  
with Honors in Engineering

Jack Donovan Gulling  
Graham Heaton  
Austin Michael Hendrickson  
with Research Distinction in Aerospace Engineering

Joseph Donald Hodge  
Husnain Iltikhar  
Gabriel Devan Thomas Jackson  
Lauren Ashley Klein  
John David Kostik  
Cum Laude

Benjamin Christopher Kott  
Magna Cum Laude  
with Honors in Engineering

Alessi Kowalczyk  
Jesse Kent Krieger  
Cum Laude  
with Honors in Engineering

Anthony Jia Qiang Ku  
Magna Cum Laude

Ziliang Li  
Theodore Bill Loizos  
Evon Joseph McFadden  
Summa Cum Laude

Bradley Robert McPherson  
Keaton Lee Melendez  
Summa Cum Laude

Dario Lorenzo Marmignac  
Charles Anderson Moyna  
Magna Cum Laude

William Albert Mullin  
Summa Cum Laude

Nina Marie Nardi  
Jason Benbenek Nee  
German Rafael Paez Garcia  
David Allen Pinkins  
Jonathan Howard Richmond  
Summa Cum Laude  
with Honors in Engineering  
with Honors Research Distinction in Aerospace Engineering

Colin Michael Ritter  
John Gregory Rochester  
Steven Rocco Romeo  
Magna Cum Laude

Andrew Juan Sais  
Magna Cum Laude

Stuart Williams Scarangella  
Alexander Clarke Secret  
Pruhynet Shaha  
Jared Bruce Sherrick  
Cum Laude  
with Honors in Engineering

Joseph Spinazzie  
Jeremy Patrick Steenvoord  
Benjamin Joseph Stefanik  
James Dillon Thomson  
Justin William VanMeter  
James Mitchell Vetter  
Magna Cum Laude

Derek Joseph Walker  
Magna Cum Laude

Anna Marie Wandel  
Cum Laude

Thomas Paul Weber, Jr.  
Cum Laude

Joseph Anderson Yanoska  
Mitchell Joseph Zaz

Bachelor of Science in Architecture  
(Austin E. Knowlton School of Architecture)

Ali Ibrahim Ahmed  
Latifa Shehab Alagha  
Marwan Alawadi  
Magna Cum Laude  
with Honors in Architecture

Julianne Aubrey Alford  
Omar Alberto Alvarado Garcia  
Lorane Alvarez Garcia  
Eleanor Lawson Bennett  
Magna Cum Laude  
with Honors in Architecture

Andres Thomas Cerda  
Alexandros Ares Chostofides  
Summa Cum Laude  
with Research Distinction in Architecture

Kori Renee Caughenbaugh  
Magna Cum Laude  
with Honors in Architecture  
with Research Distinction in Architecture

Prehe Elizabeth Davis  
with Research Distinction in Architecture

Jordan DiTommaso  
Cum Laude

Victor Thomas Dubbs  
Devon Taylor Duch  
Cum Laude  
with Honors in Architecture

Kaylee Enck  
Samuel Richard Ferguson  
Summa Cum Laude

Noah Curtis Ferriman  
Sean Thomas Fitz Gerald  
Magna Cum Laude

Nathan Thomas Fleeger  
Cum Laude

Eric Gonzalez-Montilla  
Malena Krystine Grigoli  
Cum Laude  
with Honors in Architecture

with Honors Research Distinction in Architecture

Samantha Rose Hrusovsky  
Summa Cum Laude

with Research Distinction in Architecture

Ismail Ismail Jalilq  
Summa Cum Laude

Benjamin Gail Johnson

1443
Tristan Edward Kercher  
Magna Cum Laude  
with Honors in Architecture  
with Honors Research Distinction in Architecture  

Caroline Grace Kerka  
Magna Cum Laude  
with Honors in Architecture  

Amy Elizabeth King  
Cum Laude  

Andrew Backus King  
Magna Cum Laude  
with Honors in Architecture  
with Honors Research Distinction in Architecture  

Aaron Chance Kudic  
Magna Cum Laude  
with Honors in Architecture  

Alexandra Therese Lammert  
Summa Cum Laude  
with Honors in Architecture  
with Honors Research Distinction in Architecture  

Eleanor Lewis  
Summa Cum Laude  
with Honors in Architecture  
with Honors Research Distinction in Architecture  

Zhengde Liu  
Maximillian Henry Lux  
Cum Laude  

Richard Wayne Marshall III  
Cum Laude  

Faith Evelyn Martin  
Magna Cum Laude  

Daniel Richard McDonnell  
Cum Laude  

Jared Miller  
Cum Laude  

Hager Hesham Nageb  
Magna Cum Laude  
with Honors Research Distinction in Architecture  

Terence Keith Nielsen, Jr.  
Magna Cum Laude  
with Honors in Architecture  
with Honors Research Distinction in Architecture  

Michael Joseph Ohrman  
Magna Cum Laude  

Nwando Onochie  
with Research Distinction in Architecture  

Maverick Tom Ordonez  
Cum Laude  

Nasra Orman  
Emma Madison Powers  
Magna Cum Laude  
with Honors in Architecture  
with Honors Research Distinction in Architecture  

Michael Joseph Ohrman  
Magna Cum Laude  

Nwando Onochie  
with Research Distinction in Architecture  

Maverick Tom Ordonez  
Cum Laude  

Nasra Orman  
Emma Madison Powers  
Magna Cum Laude  
with Honors in Architecture  
with Honors Research Distinction in Architecture  

Alexander Richard Pullen  
Cum Laude  

Zoe Cheyenne Rader  
Cum Laude  
with Honors in Architecture  
with Honors Research Distinction in City and Regional Planning  

Marianne Banday Redillas  
Cum Laude  
with Honors in Architecture  
with Honors Research Distinction in Architecture  

Matthew Roediger  
Cum Laude  

Troy Michael Schleich  
Summa Cum Laude  
with Honors in Architecture  
with Honors Research Distinction in Architecture  

Michael Emerson Sesher  
Eliot Jay Smithberger  
Cum Laude  

Dominic Ronald Sonby  
Cum Laude  

Xiaojie Song  
Cum Laude  
with Honors in Architecture  
with Honors Research Distinction in Architecture  

Rose Louise Stanley  
Summa Cum Laude  
with Research Distinction in Architecture  

Irene Thajeb  
Cum Laude  
with Honors Research Distinction in Architecture  

Abigail Nicole VanFossen  
Cum Laude  
with Research Distinction in Architecture  

Emmanuel Vazquez Rueda  
Cum Laude  

Michael Pierce Wade  
Summa Cum Laude  
with Honors in Architecture  

Wan Khalid Ersan Bin Wan Remeli  
Shewei Wang  
Tyler Nathaniel Webb  
Jacob Wilmer  
Xuyan Yu  
Cum Laude  
with Honors Research Distinction in Architecture  

Kyle Jacob Zufra  
Cum Laude  
with Research Distinction in Architecture  

Bachelor of Science in Aviation  
Wade Masaharu Boardman  
Dylan Michael Consbruck  
Connor James Cragg  
Brennan Michael Foran  
Jonathan Lee Holman  
Anthony Jia Qiang Kwa  
Jack Wyatt Lawrie  
Kartik Malik  
Connor Blake Maloy  
Mohamad Raif Bin Nor Azman  
Magna Cum Laude  
Saeesha Pimpikar  
Abigail Shirley Dorothy Schmidt  
Shenhang Zhou  

Bachelor of Science in Biomedical Engineering  
Kendall Sarah Adkins  
Dylan Patrick Aery  
Harshit Nirav Amr  
Emily Catherine Benjamin  
Grant Harrison Berliner  
Summa Cum Laude  

Kellen Biesbrock  
Summa Cum Laude  
with Honors in Engineering  
with Honors Research Distinction in Computer Science and Engineering  

Alexandra Cassidy Burtick  
Cum Laude  

Harper Leigh Calhoun  
Summa Cum Laude  

Thomas Joseph Carballada  
Magna Cum Laude  
with Honors in Engineering  

Andrew Shin Choi  
Reed Clifford  
Magna Cum Laude  

Sheila Elizabeth Colbert  
Cum Laude  
with Honors in Engineering  

Andrew Donald Donney  
Summa Cum Laude  

Alexandrea Davin Derrer  
Benjamin Joseph DiFranco  
Magna Cum Laude  

Kyle Riley Doerger  
Cum Laude  

Chloe Grace Flemming  
Magna Cum Laude  

Kara Jean Flint  
Cum Laude  
with Honors in Engineering  

Erin Suzanne Foster  
Magna Cum Laude  

Adam Joseph Gieseke  
Cum Laude  

Mukul Govande  
Summa Cum Laude  
with Honors in Engineering  
with Honors Research Distinction in Biomedical Engineering  

Cal Thomas Haefke  
Magna Cum Laude  

Madison Margaret Hart  
Magna Cum Laude  
with Honors in Engineering  
with Honors Research Distinction in Biomedical Engineering  

Mary Kathryn Heinmann  
Summa Cum Laude  

Megan Rachel Hendricks  
Magna Cum Laude  

John Lambert Heyniger  
Magna Cum Laude  

Brian Philip Hodge  
Mitchell Jon Hutchings  
Cum Laude  

Ashtini Dilip Kamath  
Anika Kamisetty  
with Honors in Engineering  

Ade canspokyte  
Summa Cum Laude  

Caroline Karczewski  
Christina Zafira Kears  
Cum Laude  

Scott Michael Kelly  
Summa Cum Laude  
with Honors in Engineering  

Nicole Kozacz  
Cum Laude  

Mihir Kotan  
Magna Cum Laude  

Aswin Krishnan  
Cum Laude  

James Patrick Lee  
Joo Hun Lee  
Magna Cum Laude  

Parker Scott Lehmann  
Magna Cum Laude  

Jacob Daniel Lichti  
Cum Laude  

Yi Lu  
Christopher Richard MacCluggage  
Cum Laude  

Angelo Michael Marcallini  
Nadja Marin  
Summa Cum Laude  
with Honors Research Distinction in Mechanical Engineering  

Caleb Lucas Maymir  
Cum Laude  
with Honors in Engineering  

Jacob Andrew Miller  
Magna Cum Laude  

Ana Minyayev  
Alexis Anne Mossing  
Cum Laude  

Connor L Neifert  
Cum Laude  
with Honors in Engineering  
with Honors Research Distinction in Biomedical Engineering  

Lyssia Nicole Noe  
Cum Laude  

Mang Pan  
Magna Cum Laude  
with Honors Research Distinction in Biomedical Engineering  

Shelby Leigh Prieto  
Ian Liam Raoquinha  
Magna Cum Laude  
with Honors in Engineering  

Zachary Adam Reilman  
Diyamaat Satija  
Summa Cum Laude  

Jennifer Grace Schlegel  
Stavan Vijay Shah  
Summa Cum Laude  
with Honors Research Distinction in Biomedical Engineering  

Ashita Singhal  
Cum Laude  

Sabrina Cynthia Smith  
Cum Laude  

Zachary William Smith  
Cum Laude  

Anders I. Sondersgaard  
Cum Laude  

Tyler Sturgill  
Summa Cum Laude  

Madeline Thew  
Gurleen Kaur Vikhu  
Magna Cum Laude  

Audrey Marie Villarosa  
Summa Cum Laude  

Melinda Pao-Lin Wang  
Jane Yu  
Summa Cum Laude  
with Honors Research Distinction in Biomedical Engineering  

81
Bachelor of Science in Chemical Engineering

Johnathan Maxwell Hord
Cum Laude
with Honors in Integrated Business and Engineering

Jeffrey Alexander Hunt
Peyton E. Hyde
Ethan Paul laia
Cum Laude
Jonathan Patrick Ives
Cameron Lee Jackson
Kane M. Jacobs
Christina Maria Janes
Eri Marie Kelleher
Megna Cum Laude
Jeongin Kim
Cum Laude
Kane Zokarec
Callista Blice Krebs
Megna Cum Laude
with Honors in Engineering

Allicon Michelle Kinbrinck
Cum Laude
Natally Lavrenchuk
David William Lendl
Elias Linhardt
Kyle Robert Mathias
Mazon K. McCoy
Cum Laude
Dennis Fredrick McKenna III
Rayna McLean
Miles Maxwell Menyhert
Summa Cum Laude
with Honors in Engineering

Abigail Louise Miller
Kovd Charles Moticka
Summa Cum Laude
Grant Bradley Mitchell
Nathan Mundo
Zachary Thomas Napholz
Meredin Michelle Oster
Jaykl Reaul Padilla
Elizabeth Ann Parsons
Megna Cum Laude
Jonah Mac Paszek
Aadit Patel
Nicholas Charles Pellock
Cum Laude
Matthew Stephen Polatik
Summa Cum Laude
MacKenzie Nicole Rahwan
Cum Laude
James Bradley Rankin
Cum Laude
Alexander Anthony Rigg
Benjamin William Rudzinski
Cum Laude
with Honors in Engineering

with Honors Research Distinction in Chemical Engineering

Kianti Lynnette Altair Ruffin
Nicole Margaret Ruse
Cum Laude
with Honors in Engineering

Joyoish Sadhukhan
James Vincent Schubert
Elise Renee Sebak
Cum Laude
Madeline Noelle Shaffer
Megna Cum Laude

Yingjie Shi
Megna Cum Laude
with Honors Research Distinction in Chemical Engineering

Hank E. Sigel
Cum Laude
with Honors in Engineering

Amanda Michelle Sliger
Megna Cum Laude
with Honors in Engineering

Garrett LeRoy Snyder
Cum Laude
Jessica Marie Sorial
Megna Cum Laude
with Honors in Integrated Business and Engineering

Clarissa Sumika Fujita Matsumoto
Stansbury
Jordan Swift
Cum Laude
Richard John Szczepanik II
Travis Kip Taylor
Cum Laude
John Robert Thomas
Anna Marie Tobler
Cum Laude
Nathan Tong
Cum Laude
Alexander Donald Uhrich
Cum Laude
Marcello Anthony Velotta
Sienna Paige Veurink
Jenna Yonnsatme
Patrick Gerald Walker III
David Robert Warner
Thomas Christopher Waters
Connor Thomas Weyrick
Megna Cum Laude
Jonah Wilson
Benjamin Thomas Wolfe
Kevin Yang
Michael Christian Zgaljardic
Xian Qi Zhang
Zhian Zhu
Megna Cum Laude
with Honors Research Distinction in Chemical Engineering

Alexander Josef Zmitich
Trevor Panagiotis Zolotas
Megna Cum Laude

Bachelor of Science in Civil Engineering

Matthew Steven Allhouse
Arsala Arifeen
Erin Elizabeth Baumann
Nicholas Allen Bernhard
Cal Christopher Boggs
Katyln Carleton
Ryan Michael Cash
Joshua James Casteel
Darcy John Cavanagh
Summa Cum Laude
MarWei Cheung
Cameron James Coen
Cum Laude
Anthony Nicholas Collinger
Dora Lins de Melo
Summa Cum Laude
with Honors in Engineering

with Honors Research Distinction in Environmental Engineering

David James DeLaugthy
Megna Cum Laude
Joseph Angelo Deluca
Cory Thomas Depinet
Domenic J. DVencenzo
Cum Laude
Regina Doty
Max Doucette
Aaron Kenneth Drewes
Tyler Matthew Dubbs
Ryan Alexander Duffett
Trace M. Eberhardt
Cum Laude
Paul John Emerson
Jared Brian Evans
James Paul Fairbanks
Cody William Faist
Maria Regina Feist
Arthur Arundel Fontana
Cameron Drake Fry
James Mack Schroeder
Nathan Ryan Scranton
Ellie Margaret Sealeock
Cum Laude
Frances Rose Severing
Cum Laude
Kyle Joseph Stallenberger
Meredith Rose Shaw
Ian Matthew Smith
Eric James Somnifeld
Colin Joseph Staten
Matthew Sherman Stover
Pedro Abdul-Hak Tokushiro
Giovanni Hassel Ulate
Jordan Tyler Wharton
Alex Bryan Whipskey
Summa Cum Laude
Anthony Wong
Magna Cum Laude
with Honors Research Distinction in Civil Engineering
Aaron Michael Wood
Magna Cum Laude
Christopher Logan Wright
Summa Cum Laude
with Honors in Engineering
Mingfai Yan
Leilani Takes
Bachelor of Science in Computer Science and Engineering
Mohamed Saber Mohmed Abdelkader
Cum Laude
Franklin Ackah
Abid Fiaa Ali
Summa Cum Laude
Tariq S. Alkahaleah
Nawras Alnaisan
Aytekim Alpay
Anish Anand
Vishwesh Anand
Summa Cum Laude
with Honors in Engineering
Cameron Gordon Anderson
Cum Laude
Hudson Arledge
Jeffrey Ryan Aua-Hauser
David Michael Becker
Magna Cum Laude
Daniel Bellini
Magna Cum Laude
Andrew James Bensiek
Cum Laude
with Honors in Integrated Business and Engineering
Jose Adolfo Benten-Santos
John Alexander Bishop
Magna Cum Laude
Jake Lowell Blitch
Cum Laude
with Honors in Engineering
Rachel Elizabeth Bobango
Zachary Robert Boledovic
Cum Laude
Austin C. Bolomey
Amy Leigh Book
Cum Laude
Samuel Austin Bostley
Cum Laude
Samuel Robert Brennan
Cum Laude
Grant Alexander Brooks
Alison Barbara Brugh
Cum Laude
with Honors in Engineering
Eric Robert Bulgir
Kathleen Marie Butterfield
Anais Marie Cabello
Madeline Elizabeth Carek
Summa Cum Laude
Hugh Lawrence Carstensen
Thomas Forbes Casavant
Austin Michael Casper
Alexander Kai-Feng Chan
Summa Cum Laude
Blake Robert Charlton
Cum Laude
Yuhao Chen
Dane Marek Cipparone
Adam Henry Claus
Maximilian Virgil Cloudus
Ian James Coates
Alan Rodrigo Contreras Castillo
John Howell Conway
David Lee Cordile
James Franklin Cross
with Research Distinction in Food, Agricultural, and Biological Engineering
Vincent Anthony D’ippolito III
Summa Cum Laude
with Honors in Engineering
Phillip Da Silva
Cum Laude
Sri Ramya Dandu
Summa Cum Laude
Gregory Daniel Davidson
Magna Cum Laude
Parker Ferguson Davis
Dee Dlasp
Cum Laude
Johnathan Robert DMay
Ryan Peter DeMitt
Magna Cum Laude
Alexander Patrick Demos
Summa Cum Laude
John Paul DePascalle
Magna Cum Laude
Neil Paul Dey
Rachel Elizabeth Dinsmore
Magna Cum Laude
Cameron Michael Dombrowski
Cum Laude
Geoffrey Michael Donati
Kevin Zekuan Dong
Zhengqi Dong
Cum Laude
with Honors in Engineering
with Honors Research Distinction in Food, Agricultural, and Biological Engineering
Nina Christine Etterfagh
Cum Laude
John Luke Evers
Cum Laude
Xiaochen Feng
Lia Kesa Ferguson
Magna Cum Laude
Melanie Meagan Ferguson
Magna Cum Laude
Jared Patrick Fink
Cum Laude
Connor Joseph Finneman
Magna Cum Laude
with Honors in Engineering
Patrick Joseph Flanagan
Blaine Allen Fourman
Tyler Andrew Fuerst
Cum Laude
with Honors in Engineering
Vardaan Gangal
Simon Abreham Gebreselasie
Andrew Russell Gilbert
Caleb William Goddard
Cum Laude
Corey Griffith
Paige Elizabeth Gundermann
Magna Cum Laude
Jason Guo
Magna Cum Laude
with Honors in Engineering
Reema Gupta
James Stephen Hamilton
Rayan Hamza
Magna Cum Laude
Pragya Handa
Cum Laude
Jack Joseph Hanley
Jared Austin Harp
Summa Cum Laude
Brent Hasseman
Magna Cum Laude
Xueying He
Zhizhou He
Eric Todd Henderson
Magna Cum Laude
with Honors in Engineering
John R. Hehiry III
Isabelle Paras Hizon
Cum Laude
Alexander Eduardo Hoet
Magna Cum Laude
with Honors in Engineering
Cole Harrison Hoffmann
Zachary Robert Holbrook
Allison Marie Hornyak
Januan Hou
Magna Cum Laude
Alexandria Nicole Howell
Amy Huang
Yuyang Huang
Magna Cum Laude
Ryan Alexander Hudson
Magna Cum Laude
with Honors in Engineering
Dylan Matthew Hutson
Gary Islli
Cum Laude
Calvin Jazz Jacobson
Magna Cum Laude
Yang Jiang
Cum Laude
Andrew Michael Jvoin
Magna Cum Laude
Jordann Alexander, Jones-Pooples
Johnathan Cole Kacherski
Harsh Kaira
Pranav Kamra
Cum Laude
Pranav Kamra
Naveen Makkar
Suman Cum Laude
with Honors in Engineering
Simon Panagiotis Manning
Magna Cum Laude
Raquel Irene Marinique
Magna Cum Laude
Neel Kamal Mansukhani
Cum Laude
Brandon Marcum
Jason Alan Markley
Alejandra Cristina Martinez
Josean Armando Martinez
Emily Jane Mason
Von Chude Mbab
Keenan Patric McArthur
James Edward McElwan
Summa Cum Laude
John Patrick McGinness
Magna Cum Laude
with Honors in Engineering
Grace McKenzie
Tyler James McMill
Saihil Mehta
Cum Laude
Sean Edward Messery
Summa Cum Laude
Brice Alan Metzger
Cum Laude
Sara Zhening Miskus
Summa Cum Laude
Mohamed Ruzi Mohamed Riffidhi
Justin Salman Mondal
Saiil Monga
Michael Pasquale Montelone
Luis Morales
Peter Muruto
Benjamin Joseph Nagel
Ben Arthur Napolitan
Cum Laude
Vaarun Narang
John Vu Nguyen
Fox Kenneth James Noland
Jared Carpenter Norman
Magna Cum Laude
Justin Notarfrancesco
Jonathan Samuel Nutter
Tyler Daniel Ogletree
Hans Frank Ooms
Cum Laude
Rider Zoda Osentoski
Summa Cum Laude
Lufei Oujiang
Pratik Pandya
Aayay Jayesh Patel
Devraj H. Patel
Shivam Mitesh Patel
Magna Cum Laude
Kunal Avind Patel
Curtis Vincent Peace
Zachary Alan Pifer
Cum Laude
Varun Mark Pinto
Christopher Piserchica
Magna Cum Laude
Dylan Francis Pryor
James Ben Qin
Sharon Qin
Ian Charles Quinn
Magna Cum Laude
Jude Revindu Rajasekera
Shamik Raje
Cum Laude
Astrid Rastogi
with Honors in Integrated Business and Engineering
Christal Marie Ready
Sean Reagan
Connor James Redslob
Aaron Michael Jacob Rehfildt
Fans Abdul Rehman
Summa Cum Laude
Aditiya Rej
Jacob Michael Riegert
Michael Giorgio Rizzoni
Cum Laude
Jared Matthew Robbins
Magna Cum Laude
Jacob Robertson
Magna Cum Laude
Emily Mitchell Robinson
Magna Cum Laude
Mason Noble Rye
Lauren Vinnie Saggi
Magna Cum Laude
Andrew Jacob Sanchez
Anders Nicholas Santos
Cum Laude
Hrishikesh Rajiv Saraya
Magna Cum Laude
with Honors in Engineering
Nathan Alexander Sardo
Magna Cum Laude
with Honors in Integrated Business and Engineering
Rishi Krishna Sastry
Nicholas Rees Sattele
Magna Cum Laude
with Honors in Engineering
Shashank Hemant Sawant
Kate John Schaffer
Eric Daniel Schmidt
Ryan Michael Schneider
Cum Laude
Adam Michael Schutte
Ryan Scott
Noah Sedgich
Brian Michael Seeds
Magna Cum Laude
Joshua Andrew Selzter
Parshva Shah
Magna Cum Laude
Shyamal Shah
Cum Laude
Nicholas Taimur Shams
Nicholas Clark Shaughnessy
Summa Cum Laude
Alexander Miles Shearer
Summa Cum Laude
Andrew Kevin Shee
Cum Laude
Colby John Sherwood
Magna Cum Laude
Nicholas T. Shiffler
Nicole Alexis Simonelli
Vikram Singh
Isaac John Smith
Cum Laude
Jun-tong Song
Magna Cum Laude
Christina Spanos
Magna Cum Laude
with Honors in Engineering
Benjamin Anthony Spero
Ryan Thomas Springer
Corey Brandon Stee
Cum Laude
Samuel Bradley Stegman
Samuel Robert Stevens
Cum Laude
with Honors in Engineering
with Honors Research Distinction in Computer Science and Engineering
Eric J. Sullivan
William Hays Sullivan
Homing Sun
Cum Laude
Suraj Suresh
Cum Laude
with Honors in Engineering
Vishshaal Suresh
Spencer Channing Surface
Cum Laude
Cole Jacob Swartz
Anmol Takiar
Summa Cum Laude
with Honors in Engineering
Islam Talhi
Cum Laude
Tze Hoi Tan
Summa Cum Laude
Celia Tang
Magna Cum Laude
Veronica Sarah Thaï
Summa Cum Laude
Natalee Ann Thomas
Cum Laude
with Honors in Engineering
Griffin Paul Thompson
Jack Thompson
Cum Laude
Snigdha Tiwari
Benjamin Christopher Townsend
Summa Cum Laude
Carrie Beth Trabue
Duc-Nguyen Tran
Cum Laude
Nathaniel James Turner
Antonio Quang Vo
Eli Peter Vosnak
Alexander Vu
Jared Walker
Magna Cum Laude
Meghan Elizabeth Walther
Cum Laude
with Honors in Engineering
Allen Yuchen Wang
Shengkai Wang
Magna Cum Laude
Wentian Wang
Cum Laude
Zilin Wang
Summa Cum Laude
Ziaquan Wang
Magna Cum Laude
Deepak Warrier
Magna Cum Laude
Daniel Weber
Cum Laude
Jack Weiner
Jeremy Charles Wensink
Cum Laude
Trevor William White
Cum Laude
John Whitesmith  
Cum Laude  

Logan Patrick West  
Alexander James Williams  
Magnus Cum Laude  

Colby Matthew Williams  
Colin Anthony Williams  
Cum Laude  

Jared Michael Williams  
Tanner M. Wilson  
Cum Laude  

Emily Ann Wise  
Alexander Thuta Wollam  
Henry Yu Xiong  
Tianyu Xiong  
Cum Laude  

Summer Cum Laude  

Xi Xiong  

Xingyu Yan  
Summer Cum Laude  

Taoqi Yang  
Cum Laude  

Nina Yao  
Cum Laude  

Samuel Mien Yao  
Zicheng Ye  
Magnus Cum Laude  

Aaron Christopher Yee  
Magnus Cum Laude  

Anthony Yeretzian  
Magnus Cum Laude  

Thomas Jacob Yoder  
Cum Laude  

Wanghao Yu  
Michael Thomas Zelina  
Magnus Cum Laude  

Michael Zhan  
Magnus Cum Laude  

Nan Zhang  
Cum Laude  

Shibo Zhang  
Cum Laude  

Xian Wei Zhang  
Xinliang Zhang  
Summer Cum Laude  
with Honors Research Distinction in Computer Science and Engineering  

Yong Zhang  
Cum Laude  

Dong Zhao  
Cum Laude  

Zhiyuan Zhou  
Mengfan Zhu  
Summer Cum Laude  

Zhengzhong Zhu  
Zyhe Zhu  
Cum Laude  

Nader Zidan  
Summer Cum Laude  

Matthew David Zirbel  


Bachelor of Science in Chemical Engineering  

Andrew Gregory Ackerman  
Marysa Alyse Addis  
Cum Laude  
with Honors in Engineering  

Anam Afroz  
Sajid Hasan Akhter  
Zackery David Allen  
Matthew J. Alsopch  

Adam Jacob Arnold  
Drake Charles Bater  
Cum Laude  

Matthew C. Bendel II  
Magnus Cum Laude  

Theerendra Boddu  
Cum Laude  

Michael Stephen Boyer  
Alexis Gardei Brofford  
Andrew Cantor  
Cum Laude  

Rohit Chakravarthy  
Timothy James Cichon  
Mason Anthony Cobb  
Cum Laude  

Brock Addison Conrad  
Arthur Crawley V  
Cum Laude  

Blaine Nicholas Davis  
Michael Anthony Debevec  
Cum Laude  

Christina Michele Del Nano  
Matthew Deus  
Kaylee Annelyse Elkins  
Daniel Thomas Fearheller  
Cum Laude  

Robert Benjamin Finicle  
Mikayla Shea Frey  
Cum Laude  

Claire Eleanor Fryman  
with Honors in Engineering  

Boyu Gong  
Michael Aaron Gregg  
Magnus Cum Laude  

Milka Mulugeta Guetata  
Emmanuel Gyiay Baeye  
Avesta Haghnazari  
Nicholas Harold Hedman  
Bryce Jacob Hendershot  
Cum Laude  

Grant Richard Homan  
Anthony Michael Huck  
Mark Jason Jobour  
Michael Jin  
Cum Laude  

Freddie Kendall III  
Roop Ketola  
Luke Alexander Koury  
Magnus Cum Laude  

Benjamin Russell Kowalski  
Magnus Cum Laude  

Kevin Jonathan Kraus  
Cum Laude  

Sydney LeeAnn Lang  
James Nicholas LaRitch  
Barbara Lazo  

Connor Michael Leckie-Ewing  
Magnus Cum Laude  

Kevin Yong Lee  
Magnus Cum Laude  

Kathleen Elizabeth Lenz  
Magnus Cum Laude  

Mika Li  
Cum Laude  

Noah Jacob Limes  
Xiya Liu  
Cum Laude  

Jacob Alexander Long  
Mark William Loren  
Tony Lu  

Han Nguyen Nhat Luu  
William John Main  
Thomas Jay Markiewicz  
Summer Cum Laude  

Reed Anthony Marquardt  
Summer Cum Laude  

João Henrique Bueno Martins  
Sarah Jean McKinsey  
James Andrew Messner  
Blaine Stephen Miller  
Magnus Cum Laude  
with Honors in Engineering  

Alexander Eric Moloney  
Michael Brandon Mulh  
Bailey Edwin Mulhem  
Magnus Cum Laude  

Benjamin Christopher Murawski  
Maimouna Aja Niang  
Jacob Robert Niese  
Roman Novikov  
Daniel David Nunez  
Michael Allen Nye  
Collin Joseph O’Brien  
Jacob Orkis  
Olsan Ercan Ozbay  
Magnus Cum Laude  

Stephen Pappa  
James Robert Patterson  
Steven Troy Pennington  
Cum Laude  

Jacob Evan Perch  
Summer Cum Laude  

Carlos Enrique Perez-Oviedo  
Alexander J. Petersen  
Cum Laude  

Brandon Michael Melvin Price  
Jiayu Pu  
Cum Laude  

Peng Qing  
Luyang Oiu  
Magnus Cum Laude  

Andrew Reeves  
Magnus Cum Laude  

Samuel Paul Ricard  
Bret Ryan Riciclak  
Nathan Russell  
Jerad Francis Seiler  
Mason Joseph Smith  
Harley Wayne Snyder  
Christopher Scott Speroff  
Maximilian Kolbe Strohmater  
Shea Addyson Emmi Swick  
Joshua Szymanski  
Miaya Elizabeth Tamaskar  
Magnus Cum Laude  

Justin Stanley Tremonti  
Magnus Cum Laude  

James Mitchell Vetter  
Magnus Cum Laude  

Abhishek Vijaykumar  
Magnus Cum Laude  
with Honors Research Distinction in Electrical and Computer Engineering  

John Andrew Vietont  
Magnus Cum Laude  

John Thomas Wagner  
Hexuchen Wang  
Jacob Lewis Warner  
Summer Cum Laude  

Hannah Caitlyn Watkins  
Magnus Cum Laude  

Ian Morris Williamson  
Magnus Cum Laude  

Yaoyong Xing  
Cum Laude  
with Honors in Engineering  

Haniax Zhang  
Zifan Zhang  
Rui Zhu  
Cum Laude  

Bachelor of Science in Engineering  

Physics  

Kinan Alkattar  
Joseph Michael Carlson  
Summer Cum Laude  
with Honors in Engineering  
with Honors Research Distinction in Electrical and Computer Engineering  

David Michael Collins  
Shyoun Sachin Deshpande  
James Manuel Floyd III  
Cum Laude  

Connor Lee Graham  
Cum Laude  

Ryan Perez Maher  
Cum Laude  

Rafe Stevenson Sanders  
Aayush Jayesh Shah  
Magnus Cum Laude  

Stephen Keith Starner  
Anu Timple  

Jack Tyszkiezwicz  
Cum Laude  

with Honors in Engineering  

Kangyu Wang  

Bachelor of Science in Environmental Engineering  

April Janai Arbou  
Blaine Carl Brown  
Yaw Ying Chin  
Joseph Clayton Dameron  
Cum Laude  

Emily Nicole Fazio  
Andrew Joseph Heinmiller  
Summer Cum Laude  
with Honors in Engineering  

Zanna Joy Leciejewski  
Magnus Cum Laude  
with Honors Research Distinction in Environmental Engineering  

Alec James Leonard  
Magnus Cum Laude  

Tyler James Llewellyn  
Alexandra Elizabeth Ng  
with Honors Research Distinction in Environmental Engineering  

Brandon Scott Nichols  
Summer Cum Laude  

Emily Nicole Ray  
Gabriella Margueritte Rincon  
Magnus Cum Laude  

Alexander John Stewart  


Bachelor of Science in Food, Agricultural, and Biological Engineering

Evans Charles Arnett
Animesh Bapat
Michael Donavon Beaver
Mateusz Bliuzuk
Asia Trenae Bond
Jadyn Victoria Boscarello
Molly Kathleen Brun
Charlotte Madeline Buisson
Magna Cum Laude
with Honors in Engineering
Megan Monika Burns
Victoria Ann Burton
Nathan Joseph Campbell
Brandon Chol Chong
Nicholas Orion Christian
Weston William Clifford
Alicia Fuiia Cox
Christopher Joseph Crunkleton
Dana Dosen
Summa Cum Laude
Susan Emma Laoua
Christian D. Gerdinger
Magna Cum Laude
Derek Gerald Goodman
Magna Cum Laude
William Connor Gray
Magna Cum Laude
Jialei Hurd
Magna Cum Laude
Tyler Marie Lierow
Andrew David Lutomski
Emily Marie McDonell
Trent Joseph Meyer
Nicholas Moon
Rick Niu
Jacob Robert Oliveira
Samuel Mark Reikert
Magna Cum Laude
Alexandra Catherine Rose
Zachary Ryan Rower
Liam Martin Schueter
Nicholas Leo Sencenko
Wesley Szemore
Nils Hayden Sjodin
Tashnaha Stover
Sarah Teater
Magna Cum Laude
with Honors in Engineering
Claire Uematsu
Emily Van Par Dawh
Corina Vedey
Benjamin Richard Wagner
Siqi Wei
Magna Cum Laude
Jacqueline R. Wilder
Magna Cum Laude
Anthony Mark Wiley
Meghan Marie Williams
Magna Cum Laude
Emily Taylor Wilson
Molly Elizabeth Winger
Cum Laude
Jurnia Zhang
Bachelor of Science in Industrial and Systems Engineering

Helen Victoria Aber
Cum Laude
Alfath Alim Ahmed
Kathleen Marie Albert
Magna Cum Laude
Alexis Ange
Magna Cum Laude
Krityaga Arora
Cum Laude
Jacob Randall Beil
Mitchell Ryan Bergman
Cum Laude
Ataleshvara Acharya Bhargava
Laura Boiko
Cum Laude
with Honors in Integrated Business and Engineering
Matthew Boraske
Cum Laude
with Honors in Engineering
Spencer Thomas Brackman
Cum Laude
Evon Norris Brofford
John Spencer Brower
Magna Cum Laude
Thomas Jacob Cohen
Trevi Ignacio Cook
Eric Frederic Crane
Cum Laude
Connor Culliton
Jakob Daniel Cysewski
Wei Dai
Natalie Grace Davic
Cum Laude
Jack Parker Deborah
Neeshia Videsh Deshmukh
Magna Cum Laude
Jonathan Christopher Drake
Stephanie Eve Duros
Cum Laude
Tu Feng
Magna Cum Laude
with Honors Research Distinction in Industrial and Systems Engineering
Robert Frenken
Cum Laude
Andi Lynn Gaver
Nicole Emily Gatt
Alejandro Gonzalez
Brian Anthony Grai
Cum Laude
Kaitlyn Greselew
Summa Cum Laude
Jessica Claire Griffin
Magna Cum Laude
Pablo Guzman-Gomez
Magna Cum Laude
Lena Elizabeth Harper
Cum Laude
William Michael Hayes
John Joseph Healy
Gregory Hendrix
Magna Cum Laude
Maxwell James Hill
Summa Cum Laude
with Honors in Integrated Business and Engineering
Andrew Dubeous Hinton
Melissa Maria Holland
Jessica Li Huang
Max McGreivy Hubert
Nathan Brett Karr
Cum Laude
Ethan Robert Kemp
Tariq Mohan Keole
Omar Youess Khanfar
Magna Cum Laude
Matthew John Kovan
Keegan Christoph Lahnn
Magna Cum Laude
Martin Victor D. Lallemand
Lauren Elizabeth Lankard
Cum Laude
Jacob Michael Laughin
Cum Laude
Jung Woo Lee
Mathew Michael Lesszcz
Jacob Sean Levine
Cum Laude
Songyeon Lim
Magna Cum Laude
with Honors in Integrated Business and Engineering
Grace Pauline Luther
Raga Sri Maddela
Cum Laude
with Honors in Engineering
Kelly Marie Meaden
Summa Cum Laude
with Honors in Engineering
Mason Cameron Myers
Magna Cum Laude
Sara Neumeister
Grace Nunn
Magna Cum Laude
Nicholas Addison Ondrejko
Magna Cum Laude
with Honors in Integrated Business and Engineering
Sydney Noel Palmer
Harshil Patel
Magna Cum Laude
Scott William Peterson
Nicholas Petrarca
James Pfeifer
Austin Provost
Jennifer Morgan Reynolds
Magna Cum Laude
Madison Erin Reynolds
with Honors in Engineering
Shawn Andrew Richards
Daniel Andres Sanmiguel
Molly Estelle Scherer
Cum Laude
with Honors in Engineering
Marissa Rose Schneider
Jason Alexander Schultz
Savannah Renae Sensemg
Zepeng Shi
Zachary Lee Singer
Summa Cum Laude
Nathanial Andrew Smith
Tyler Hart Smith
Magna Cum Laude
Elia Struwing
Daniel Vargas
Bian Venturella
Magna Cum Laude
Mehina Dolehos Cecilia Willis
Ryan James Willis
Garett Lee Wissman
Xiaonan Xie
Magna Cum Laude
Anna Marie Zeller
Xinalang Zhang
Summa Cum Laude
Liyao Zheng
Bachelor of Science in Landscape Architecture

Austin E. Knowlton School of Architecture

Scott Gabriel Allen
Jack Peter Burden
Shenyue Cao
Cum Laude
with Honors in Landscape Architecture
Julia Cheung
Claire Elizabeth Connor
Magna Cum Laude
with Honors in Landscape Architecture
Makayla Jamae Davis
Magna Cum Laude
with Honors in Landscape Architecture
with Honors Research Distinction in Landscape Architecture
Jeffrey Michael Devine
Magna Cum Laude
with Honors in Landscape Architecture
with Honors Research Distinction in Landscape Architecture
Caroline Duque
Ricardo Feria-Arias
Eleanor Marie Frey
Summa Cum Laude
with Honors in Landscape Architecture
with Honors Research Distinction in Landscape Architecture
Nicholas Stephen Guida
Magna Cum Laude
with Honors in Landscape Architecture
Jeffrey Michael Hauskeller
Magna Cum Laude
Letha Marie Imler
Alyssa Claire Inggrsia
Magna Cum Laude
with Honors in Landscape Architecture
with Honors Research Distinction in Landscape Architecture
Marissa Jane Kirkendall
Johnathan Lockett Kleshinski
Summa Cum Laude
with Honors in Landscape Architecture
Samantha Lin
Magna Cum Laude
with Honors in Landscape Architecture
with Honors Research Distinction in Landscape Architecture
Hope Erin Liptak
Colin Daniel Martinez-Watkins
Summa Cum Laude
with Honors in Landscape Architecture
Madison Noel Miller
Magna Cum Laude
with Honors in Landscape Architecture
with Honors Research Distinction in Landscape Architecture
February 23-25, 2021, Board of Trustees Meetings

Ave Isabel Zamora Oabel
Cum Laude
Marley Frances Renner
Cum Laude
Era Claude Hart Royce
Jordan Michael Smith
Cum Laude
Travis Stewart
Cum Laude
Jinyi Wang
Cum Laude
Liuyan Wang
Summa Cum Laude
with Honors in Landscape Architecture
Gwendolyn Sara Winer
Summa Cum Laude
George Nathaniel Young
Magna Cum Laude
with Honors in Landscape Architecture

Bachelor of Science in Mechanical Engineering
Ahmad Saad Abuageama
Migah Nathan Ackerman
Cum Laude
Muhammad Adib Bin Alim
Magna Cum Laude
Gabriel Anschowski
Cum Laude
Salah Arib
Muhammad Azil Bin Atan
Cum Laude
Alexander Hiroshi Baker
Daniel Mathew Bedalli
Regina Marie Bell
Nina Christine Berschig
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with Honors in Engineering
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Summa Cum Laude
Kristin Faith Billstrand
Carson Borkosky
Magna Cum Laude
Adam Kenneth Brott
Cum Laude
Eric Robert Brown
Summa Cum Laude
Bradley Edward Buller
Adam Charles Byunak
Cum Laude
with Honors Research Distinction in Mechanical Engineering
Nicholas Anthony Caricione
Summa Cum Laude
with Honors in Integrated Business and Engineering
Douglas Roy Carpluk
Cum Laude
Daniel William Ceculski
Magna Cum Laude
Moses Chin
Michael Sun Chieng
Cum Laude
Simon F. Conover
Magna Cum Laude
with Honors in Engineering
with Honors Research Distinction in Mechanical Engineering
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George Billon Crowley
Magna Cum Laude
with Honors Research Distinction in Mechanical Engineering
Halle Ann Cralic
Cum Laude
Brandon Fernando Cruz
Cum Laude
with Honors Research Distinction in Mechanical Engineering
Jize Dai
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with Honors Research Distinction in Mechanical Engineering
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Noah Alexander Davis
Rudra Utskarsh Desai
William Francis Drewy
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Tyler Grabowski
Cum Laude
Andrew Lawrence Grassi
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Eric David Gray
Eni Rachael Griffith
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Benjamin Keith Griffiths
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with Honors in Engineering
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Magna Cum Laude
Michael Groman
Summa Cum Laude
John Michael Gudz
Sarthak Gupta
Cum Laude
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Cody Austin Harris
Megan Kremer Hart
Kimberly Sue Hartman
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Rachel Marie Hawthorn
with Honors Research Distinction in Mechanical Engineering

Bachelor of Science in Materials Science and Engineering
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Cameron Chance Bezdol
Molin Cao
Buwei Chen
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Jacob Anthony Meyer
Joseph Moler
William Connor Moorman
Clayton Daniel Myers
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with Honors Research Distinction in Materials Science and Engineering
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Benjamin Grey Riber
Michael Anthony Von Der Vellen  
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Magna Cum Laude  
Jingyuwan Wang  
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Lei Yang  
Magna Cum Laude  
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Xiaoran Zha  
with Honors Research Distinction in Mechanical Engineering  
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Bachelor of Science in Welding Engineering  
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Federico Matías Aponte  
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James Baggs  
David Anthony Bauman  
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Christopher Hickman  
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Alexis Blake Elliott  
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Macyla Elaine Fincham  
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Tyler James Fix  
Calvin Finders  
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Amanda Rose Hoffman
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Cum Laude
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Cum Laude
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Gabriela Anne Marie Ibarra
Allyson McKenna Irwin
Cum Laude
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Seth Owen Johnson
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Joshua Anthony Jones
Zakarie Alexander Gene Edward Jones
Noah Kayafas
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Skyller Rayne Kell
Cum Laude
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Megan Elizabeth King
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Cum Laude
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Chelsee Komula
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Ezekiel Matthew Miller
Kasey Elizabeth Miller
Cum Laude
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Olivia Ptasuar
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Grant Phipps
Jasmine Floré Pierce
Tessa Raye Pinkerton
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Milan Scott James Pozderac
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Shannon Margerie Pyle
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with Honors Research Distinction in Animal Sciences
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Sara Rachelle Reed
Deja Michele Reid
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MaKayla Sue Risner
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Kayla Ritter
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Summa Cum Laude
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Spencer Rolsten
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Halle Elizabeth Rust
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Caleb Rybackiewski
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Summa Cum Laude
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Benjamin Lawrence Schmitmeyer
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Cum Laude
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Miahcal Joseph Smock
Davis Bradley Sodders
Heaven Destiny Sorrells
Katie Elizabeth Stokes
Cassidy Michelle Stoops
Lena Maria Else Strench
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Vrashi Brooke Tamme
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Lynsey Marie Wallace
Cum Laude
Jamie Leigh Walter
Cum Laude
Tristan Jeffery Ward
Jacey Louise Weaver
Alexander Joseph Weiss
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Angela Desirei Whipple
Cameron Stephanie White
Magna Cum Laude
with Research Distinction in Animal Sciences
Jireh White
Keelye Shay Wilburn
Ashlee Parker Williams
Megan Elizabeth Williams
Amber Lynn Wilson
Magna Cum Laude
Sydney Marie Wilson
Magna Cum Laude
Ty M. Weseley
Connor V. Wolford
Katerina Anastasia Xeniks
Christopher Allen Young
Amanda Marie Zamola
Cum Laude
Shiling Zhao
Cum Laude
with Honors Research Distinction in Animal Sciences
Jessica Leigh Zwick

Bachelor of Science in Construction Systems Management
Theo Emanuel Alexis
Jacob Hunter Arter
Brent Kaleb Ball
Magna Cum Laude
Lance August Bockbrader
Jared Allan Bowers
Jaco Alan Calvin
Garrett A. Crapo
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Rebekah Mae Eagles
Joshua Mark Fournier
Benjamin Scott Gallagher
Scott Judson Getfach
Brent Gibbs
Koeyl Helton
Weston David Hunter
Clayton Thomas Jackson
Danielle Marie Klonaris
Edward Kusel
Justin James MacLellan
Brent William Marshall
Steven Melski
Conor Andrew Morrow
Michael James Parks
Richard Grant Russell
Kaleb Alexander Senter
Cum Laude
Joel Shane
Manpreet Singh
Donald Edwin Tong IV
Dennis Hugo Torre
Garrett Allen Viars

Bachelor of Science in Food Science
Yessen Cheng
Magna Cum Laude
with Research Distinction in Food Science and Technology
Philip Miles Eberly
Cum Laude
Jacqueline Marie Fox
Magna Cum Laude
Isabelle Grace Hall
Zhonghua He
Natalia Jaspeado Becerra
Steven Andrew Jenkins
Cum Laude
Lauren Elizabeth Jones
Diana Reid Karajeh
Peter Nikolov Kolev
Magna Cum Laude
with Research Distinction in Food Science and Technology

Technology
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<table>
<thead>
<tr>
<th>Name</th>
<th>Degree(s)</th>
<th>Institution(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rachel Elizabeth Gurley</td>
<td>B.S.Hlth.Reh.Sci. (The Ohio State University)</td>
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<tr>
<td>Lane C. Hagar</td>
<td>B.A. (The Ohio State University)</td>
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<tr>
<td>Drew Preston Hamilton</td>
<td>B.A., B.S. (Case Western Reserve University)</td>
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<tr>
<td>Henry Cole Hassay</td>
<td>B.A. (John Carroll University)</td>
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<tr>
<td>Madison Alexis Hill</td>
<td>B.A. (Saltsbury University)</td>
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<td>Andrew J. Hinton</td>
<td>B.S. (Wright State University)</td>
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<tr>
<td>Andrea C. Hofer</td>
<td>B.A. (The Ohio State University)</td>
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<td>Madeline E. Holvey</td>
<td>B.Bus.Adm. (Stetson University)</td>
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<td>Andrew Stuart Hopwood</td>
<td>B.S. (University of Akron)</td>
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<td>Allison Carole Hose</td>
<td>B.A. (The Ohio State University)</td>
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<tr>
<td>Yongxin Hou</td>
<td>Bachelor’s (Liouning University)</td>
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<tr>
<td>Zachary A. Howard</td>
<td>B.A. (Washington and Lee University)</td>
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<tr>
<td>Andraea Elizabeth Howell</td>
<td>B.A. (The Ohio State University)</td>
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<tr>
<td>Michael A. Huber</td>
<td>B.Bus.Adm. (University of Cincinnati)</td>
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<td>Benjamin William Hudson</td>
<td>B.A. (John Carroll University)</td>
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<tr>
<td>Morgan T. Huff</td>
<td>B.S. (University of the Cumberlands)</td>
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<tr>
<td>Benjamin John Hurford</td>
<td>B.A. (Denison University)</td>
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<tr>
<td>Samuel Vitale Huryn</td>
<td>B.A. (The Ohio State University)</td>
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<td>Kla Hutchers</td>
<td>B.A. (The Ohio State University)</td>
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<td>Julian Peter Johnson</td>
<td>B.A. (University of Cincinnati)</td>
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<tr>
<td>Naom Johnson</td>
<td>B.A. (Northwestern University)</td>
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<tr>
<td>Zeyneq D. Kart</td>
<td>B.A. (Purdue University)</td>
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<td>Jacob S. Kinder</td>
<td>B.S. (Ohio University)</td>
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<tr>
<td>Matthew W. Kline</td>
<td>B.A. (Miami University)</td>
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<tr>
<td>Olivia Kneestrick</td>
<td>B.S. (Kiver University)</td>
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<td>Christine J. Kowalski</td>
<td>B.S. (University of Kansas)</td>
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<tr>
<td>Caitlin A. Langfitt</td>
<td>B.A. (American University D.C.)</td>
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<td>Michael P. Lee</td>
<td>B.S. (Loyal University of Chicago)</td>
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<td>Kayley Lina Lew</td>
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<td>Elizabeth Marie Lewis</td>
<td>B.A. (Transylvania University)</td>
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<td>Evan Joseph Lewis</td>
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<tr>
<td>Shuping Li</td>
<td>Bachelor’s (Jilin University)</td>
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<tr>
<td>Yuqi Li</td>
<td>Ph.D. (John Hopkins University)</td>
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<tr>
<td>Elizabeth Anne Lindgren</td>
<td>B.A. (University of Oregon)</td>
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<tr>
<td>Austin Richard Lines</td>
<td>B.S. (Ohio University)</td>
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<tr>
<td>Megan Ramona Luby</td>
<td>B.S. (University of Oregon)</td>
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<td>Morgan R. Mackay</td>
<td>B.A. (University of Rochester)</td>
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<td>Shelby Kathleen Mann</td>
<td>B.A. (Washington University in Saint Louis)</td>
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<td>Noah J. Marcum</td>
<td>B.S. (Northern Kentucky University)</td>
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<td>Brian Mashny</td>
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<td>Justin Daniel Massy</td>
<td>B.A. (University of Nebraska)</td>
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<td>Alexander Joseph Mate</td>
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<td>Natalie Nicole Mattingly</td>
<td>B.A. (University of Kentucky)</td>
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<td>Alexander H. Maxwell</td>
<td>B.Bus.Adm. (George Washington University)</td>
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<td>Hannah E. McCarthy</td>
<td>B.A. (Miami University)</td>
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<td>Richard McCutcheon</td>
<td>B.A. (University of Texas)</td>
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<td>Trenton A. McCutcheon</td>
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<td>Michael J. McDonald</td>
<td>B.A. (Cedarville University)</td>
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<tr>
<td>Terri L. McKee</td>
<td>B.A. (Ohio University)</td>
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<tr>
<td>Sean A. McKinley</td>
<td>B.A. (Ohio University)</td>
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<tr>
<td>Anders J. Miller</td>
<td>B.S.Educ. (The Ohio State University)</td>
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<tr>
<td>Michael Mosholder</td>
<td>B.A. (The Ohio State University)</td>
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<td>Clare Murphy</td>
<td>B.A. (College of the Holy Cross)</td>
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<tr>
<td>Mayu Nakano</td>
<td>B.A. (Miami University)</td>
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<tr>
<td>Sanjay V. Nevekarak</td>
<td>B.S. (Bimngine University)</td>
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<td>Yiye Ni</td>
<td>Bachelor’s (The University of Hong Kong)</td>
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<td>Madeline M. Nicholas</td>
<td>B.A. (University of Dayton)</td>
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<tr>
<td>Emily L. Ojel</td>
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<tr>
<td>Patrick Louis Ojel</td>
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Ph.D. (Am Shams University)

College of Medicine
Dean: Carol R. Bradford

Doctor of Medicine
Zachary Bryant Atkins
B.S. (Miami University)
Cum Laude

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B.A. (Case Western Reserve University)

Allison Nicole Akers
B.S. (The Ohio State University)
Magna Cum Laude

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M.S. (University of Notre Dame)

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B.A. (University of Michigan)

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B.A. (Miami University)
Magna Cum Laude

Kathryn Andrews
B.S. (The Ohio State University)
Cum Laude

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B.A. (Saint Mary’s College of Maryland)
M.S.T. (George Mason University)

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B.S. (Fordham University)
Cum Laude

Erin Elizabeth Bishop
B.S. (University of Notre Dame)
Magna Cum Laude

Alecia Marie Blaszczak
B.A. (Case Western Reserve University)
Ph.D. (The Ohio State University)
Magna Cum Laude

Christian Leonard Blough
B.S.Biomed.Eng. (The Ohio State University)
Magna Cum Laude

Christopher M. Bobba
B.S. (University of Rhode Island)
Ph.D. (The Ohio State University)

Zak Devin Boggs
B.S., M.S. (University of South Florida)
M.S. (University of Leicester)
Magna Cum Laude

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B.A. (Johns Hopkins University)
M.S.T. (University of Pennsylvania)

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Magna Cum Laude

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B.S.Hlth.Reh.Sci. (The Ohio State University)
Cum Laude

Rana Elgazzar
B.S. (East Tennessee State University)
Cum Laude

Madonna Mbonomi Enwe
B.S. (Dickinson College)

Bradford Craig Feldman
B.S. (Wake Forest University)
Cum Laude

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<td>Lydia Jane Schneider</td>
<td>B.S. (Miami University)</td>
</tr>
<tr>
<td>Hayley Shackelford</td>
<td>B.A. (Columbia University)</td>
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<tr>
<td>Varun Shrinil Shah</td>
<td>B.S. (The Ohio State University)</td>
</tr>
<tr>
<td>Johnathan E. Shankin</td>
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</tr>
<tr>
<td>Diana Sherry Shen</td>
<td>B.S. (Fordham University)</td>
</tr>
<tr>
<td>Margaret Alice Smerlink</td>
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</tr>
<tr>
<td>Steffen Smerlink</td>
<td>B.A. (Washington and Jefferson College)</td>
</tr>
<tr>
<td>Jaspreet K. Singh</td>
<td>B.S. (The Ohio State University)</td>
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<tr>
<td>Zachary J. Wilson</td>
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<tr>
<td>Monica Sarkar</td>
<td>B.S. (The Ohio State University)</td>
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</tr>
<tr>
<td>Zachary J. Wilson</td>
<td>B.S. (The Ohio State University)</td>
</tr>
</tbody>
</table>
School of Health and Rehabilitation Sciences

Bachelor of Science in Athletic Training

Evans Joseph Abbott
Marc Ale Augustin
Sarah Nicole Bak
Leanza Marie Boes
Cynthia Anne Brand
Derek Allan Cross
Jeffrey Cortlynd Emmons
Ashley Kuchenbuch
Kiersten Danielle Kuhlman
Aliyssa Paige Loopis
Roman Dain Mitchell
Kathryn Rose Moll
Aliyssa Paige Loopis
Connor Evan Oates
Zachary David Pallard
Jamie Lauren Posner
Abigail Theresa Prince
Carlos Lamar Rencher, Jr.
Alexis Renee Richardson
Kestra Marie Rizza
Rachel Ann Salberg
Julienne Isabelle Sauer
Alberto Jose Wawrzyniak
Leanza Marie Boes
Cynthia Anne Brand
Derek Allan Cross
Jeffrey Cortlynd Emmons
Ashley Kuchenbuch
Kiersten Danielle Kuhlman
Aliyssa Paige Loopis
Roman Dain Mitchell
Kathryn Rose Moll
Aliyssa Paige Loopis
Connor Evan Oates
Zachary David Pallard
Jamie Lauren Posner
Abigail Theresa Prince
Carlos Lamar Rencher, Jr.
Alexis Renee Richardson
Kestra Marie Rizza
Rachel Ann Salberg
Julienne Isabelle Sauer
Alberto Jose Wawrzyniak

Bachelor of Science in Health and Rehabilitation Sciences

Anthony Abadia
Karim Aguado
Mohamed Ahmed
Muna Ali-Hassan Ahmed
Nasim Said Ahmed

Dana Omar Alkashish
Angelique Madison Allen
Jordan Edward Anderson
Carly Ann Archambault
Carla Elizabeth Artirop
Emma Austing
Kestra Marie Rizza
Alexis Renee Richardson
Carlos Lamar Rencher, Jr.
Abigail Theresa Prince
Jamie Lauren Posner
Abigail Theresa Prince
Carlos Lamar Rencher, Jr.
Alexis Renee Richardson
Kestra Marie Rizza
Rachel Ann Salberg
Julienne Isabelle Sauer
Alberto Jose Wawrzyniak

February 23-25, 2021, Board of Trustees Meetings

Samantha Elizabeth Simms
Cum Laude
Sydney Marie Sleeper
Cum Laude
Benjamin Aaron Smith
Cum Laude
Paige Victoria Snyder
Magna Cum Laude
Conor Saloinski
Cum Laude
Taylor Rebecca Spence
Hannah Nicole Spisak
Cum Laude
Kennedy Lauren Stakely
Magna Cum Laude
Paige O. Stanley
Eric Conner Stauffer
Magna Cum Laude
Aidan Rylee Staz
Nicolete Stefano
Magna Cum Laude
Renee Wendy Stehlik
Alaina Nicole Stewart
Magna Cum Laude
Chelsea Suzanne Strickland
Grace Ann Stuart
Magna Cum Laude
Kathryn Anne Stump
Vivienne Kwan Su
Magna Cum Laude
Lance Allen Talmage III
Magna Cum Laude
Brooke Alexis Taylor
Ayasha Renee Teaster
Michael James Thomas
Maya Thomas-Berke
Magna Cum Laude
Aaron Louis Thompson
Magna Cum Laude
Fred Nicholas Tocco
Magna Cum Laude
Mamoun Trablousi
Cum Laude
Grace Eyse Trouten
Magna Cum Laude
Tristen Allen Troyer
Magna Cum Laude
Lauren Tucker
Diego Armando Valdez
Adam Vance
Magna Cum Laude
Bridgekathleen Vedra
Magna Cum Laude
Alexandra Elizabeth Vierling
Anna Patricia Vaskeuhl
Cum Laude
Khoi Tien Vu
Magna Cum Laude
Megan Elizabeth Wade
Joawen Wang
Cum Laude
Jacob Y. Wareti
Magna Cum Laude
Anne Elizabeth Warner
Jillian Kayleen Warner
Abigail Lynn Warszewska
Jackson Thomas Watkins
Magna Cum Laude
Tara Beth Weaver
Summa Cum Laude
Chloe Elise Weber
Cum Laude
Brandon Richard Welch
Jenna Rose Wendling
Alexis Rose Westrick
Cum Laude
with Honors in Health and Rehabilitation Sciences
Emily Sarah Wichard
Magna Cum Laude
Allison Juliana Williams
Magna Cum Laude
Nja Revon Williams
Emily Mae Willits
Summa Cum Laude
Madison Willoughby
Jordan Ann Wiltsey
Chloe Wise
Cum Laude
Lauren Elizabeth Witte
Cum Laude
Nolan Edwin Woods
Cum Laude
Karen Wu
Cum Laude
George Christos Xanthopoulos
Magna Cum Laude
Jessica Yan
Yuneno Taylor Young
Riley Ann Yusko
Cum Laude
Rebecca Frances Xu Zavon
Magna Cum Laude
Kaitlyn Mary Rose Zingesheim
Cum Laude
Taryn Elise Zwissler
Leanna Lynn Zynda
Cum Laude

College of Nursing

Dean: Bernadette M. Melnyk

Bachelor of Science in Health and Wellness Innovation in Healthcare

Jordana Nicole Gambaccini
Cum Laude
Melissa Mei
Magna Cum Laude

Bachelor of Science in Nursing

Akua Konadu Agyen
Magna Cum Laude
Karina Akutsu
Cum Laude
Hillary Anne Allen
Cum Laude
Julia Amore
Summa Cum Laude
Emma Mae Anderson
Cum Laude
Vanessa V. Antonios
Magna Cum Laude
Nicole Renee Apper
Kelsey Marie Appelhans
Alexis Colleen Archacki
Summa Cum Laude
Jessica Antonetti Arthur

Jolie Marie Austin
Magna Cum Laude
Brooke Ellen Babbitt
Summa Cum Laude
with Honors Research Distinction in Nursing
Alianna Rose Bankovich
Magna Cum Laude
Madison Banks
Natalie M. Barbour
Magna Cum Laude
Olivia Anne Bayer
Cum Laude
Sohila Behkheyar-Gali
Natalia S. Besedina
Veronica Ann Bockbrader
Cum Laude
Logan Michelle Bodner
Summa Cum Laude
Benjamin John Bohman
Summa Cum Laude
Jordan Leigh Boltz
Summa Cum Laude
Kaleigh Elizabeth Bowman
Magna Cum Laude
Melissa Emily Brann
Kaitlin Jenny Brown
Summa Cum Laude
Meghan Lynn Brunton
Summa Cum Laude
Emily Catherine Butler
Summa Cum Laude
Nabila Ali Bwue
Magna Cum Laude
Clare Catherine Caidart
Summa Cum Laude
Kayla Cape
Summa Cum Laude
Nina Mikela Carifa
Magna Cum Laude
Jennifer Sue Cassidy
Lilianne Dorothy Cassiere
Elizabeth Michael Castrucci
Cum Laude
Jessica Chaligren
Summa Cum Laude
Vanessa Chili
Caroline Jane Ciucci
Magna Cum Laude
Shakrya Amari Clark
Elizabeth Diane Conroy
Cum Laude
Francisco Jose Cortes-Fontcuberta
Magna Cum Laude
Jennifer Nicole Cost
Cum Laude
Hayden James Craycraft
Magna Cum Laude
Kayla Danielle Curson
Summa Cum Laude
Julia Micheale D’Amico
Summa Cum Laude
Dakota Alexandria Daniel
Summa Cum Laude
with Distinction in Nursing
Ruth Clara Davies
Summa Cum Laude
Elizabeth Faye Davis
Summa Cum Laude
Kara Elizabeth Day
Summa Cum Laude
Jillian Rose DiGiorgio
Magna Cum Laude
Mia Rose DiStefano
Cum Laude
Kathy Marie Doubkin
Cum Laude
Alyssa Douzos
Summa Cum Laude
Yang Du
Magna Cum Laude
with Honors Research Distinction in Nursing
Katelyn Faith Durbin
Summa Cum Laude
Donna LaShae Durrett
Magna Cum Laude
Katherine Ariel Edsall
Cum Laude
Amber Roseline Ellis
Magna Cum Laude
Madeline Joy Erenberg
Magna Cum Laude
Margaret Ann Esordi
Magna Cum Laude
Joseph Ryan Farrar
Christya Valletta Fears
Magna Cum Laude
Emma Kaye Fergus
Summa Cum Laude
Morgan Rachelle Flores
Summa Cum Laude
Brenna Renee Folden
Magna Cum Laude
Anna Marie France
Magna Cum Laude
Cristy Gao
Cum Laude
with Distinction in Nursing
Daniele Enrique Garcia
Magna Cum Laude
Leslie Ann Gartrell
Azebi Gebremedhn
Summa Cum Laude
Kristen Anne Gladish
Summa Cum Laude
Emma Gochmauer
Cum Laude
Travis Benjamin Goodfleisch
Elisabeth Claire Gottenbusch
Magna Cum Laude
Desi A. Gray
Magna Cum Laude
Mikaela Ariana Guile
Magna Cum Laude
Samah A. Hamed
Nicole Jacqueline Haoui
Hannah Estelle Hartle
Cum Laude
Shae Herr
Zoe Louise Hetrick
Magna Cum Laude
Gabrielle Christine Hetzel
Tyler Dunn-Hineline
Summa Cum Laude
Anna Marie Hinkle
Summa Cum Laude
Grace Kathryn Hoffman
Summa Cum Laude
Alexandra Paige Holesapple
Cindy Huerta
Summa Cum Laude

March 25, 2021, Board of Trustees Meetings
February 23-25, 2021, Board of Trustees Meetings

Madison S. Huffman
Summa Cum Laude

Angela Christine Humbel
Summa Cum Laude
with Honors Research Distinction in Nursing

James Carlton Hunter, Jr.
Summa Cum Laude

Maggie Kathryn Hunter
Magna Cum Laude

Amanda Nicole Huter
Melissa Haynh
Kaela Madison James
Summa Cum Laude

Jourdan Elizabeth Jeffrey
Summa Cum Laude
with Honors Research Distinction in Nursing

Briann Marie Johns
San Elizabeth Jones
Magna Cum Laude

Grant Dean Kennard
Magna Cum Laude

Molly Kenney
Magna Cum Laude

Nimo Omar Khalif
Summa Cum Laude

Samantha Micale Kilbane
Magna Cum Laude

Luke Anthony Knape
Cum Laude

Alexander Michael Kneisly
Angela Sue Kobelt
Hannah Morgan Kocsiko
Noelle MacKenzie Kontur
Magna Cum Laude

Kimberly Nicole Kommoller
Magna Cum Laude

Emma Noelle Koshan
Magna Cum Laude

Ashley Dawn Kovacs
Karlin Lee Kretz
Summa Cum Laude
with Honors Research Distinction in Nursing

Maya Y. Kurdi
Summa Cum Laude

Nicolie Christina Lalley
Summa Cum Laude

Katherine Grace LaFe
Amy Jane Lasco
Nicole Marie Lepi
Megan Hope Lewis
Magna Cum Laude

Natalie Faith Long
Summa Cum Laude

Alison Patrice Luckhaupt
Summa Cum Laude

Audrey Lund
Summa Cum Laude
with Honors Research Distinction in Nursing

Julia Grace Mancini
Summa Cum Laude

Abigail Jane Maruna
Summa Cum Laude

Devra D. Mast
Peyton Alexandra Mast
Summa Cum Laude
with Honors Research Distinction in Nursing

Aliya Pearl Matthews
Summa Cum Laude

Andrea Dawn Maynard
Peychel Morgan McCoy
Magna Cum Laude

Hannah Therese McDermott
Summa Cum Laude

Hunter Joseph McDonough
Summa Cum Laude

Aaron Jarod McKee
Summa Cum Laude

Joyce Lyn McRoberts
Magna Cum Laude

Gloriwee Mendez Medendez
Magna Cum Laude
with Honors Research Distinction in Nursing

Peyton Mykenzie Mercer
Summa Cum Laude

Gabriella Messina
Magna Cum Laude

Elizabeth Laura Minnick
Summa Cum Laude
with Honors Research Distinction in Nursing

Leah Christine Moody
Magna Cum Laude

Crystal A. Mottmert
Magna Cum Laude
with Distinction in Nursing

Claire Rebecca Motsinger
Magna Cum Laude

Danielle Lynn Muhlman
Summa Cum Laude

Travis David Nedrow
Summa Cum Laude
with Honors Research Distinction in Nursing

Jacob Daniel Nemec
Magna Cum Laude

Volha Niaiaichyk
Nathan Joseph Nordhaus
Amber Lynn Notter
Kayla Mackenzie Orzechowski
Magna Cum Laude

Sarah Elizabeth Parise
Summa Cum Laude

Sarah Marie Patterson
Ava Marie Peter
Magna Cum Laude

Brittany Porter
Dana Michelle Pospischil
Magna Cum Laude

Allison Rose Preto
Summa Cum Laude

Julia Olegovna Prokopyuk
Magna Cum Laude

Rocendo Carlos Ramos
Magna Cum Laude

Allison Marie Ramsey
Summa Cum Laude

Zachary Vincent Ravine
Cum Laude

Caroline Rose Raymond
Magna Cum Laude

Phillip George Re
Summa Cum Laude

Lilian Rose Reed
Summa Cum Laude

Isabel F. Reibold
Magna Cum Laude

James Steven Richards, Jr.
Summa Cum Laude
with Honors Research Distinction in Nursing

Hannah Lauryn Riffle
Summa Cum Laude
with Honors Research Distinction in Nursing

Alix Marisa Rigano
Magna Cum Laude

Tika Rizal
Magna Cum Laude

Kathy Robles
Aaron J.S. Rothchild
Cum Laude
with Honors Research Distinction in Nursing

Jacquelyn Rose Rubino
Summa Cum Laude

Ashley Nicole Rutter
Brian Joseph Salomons
Summa Cum Laude
with Honors Research Distinction in Nursing

Katherine Julia Sampson
Magna Cum Laude

Christian V. Sanchez
Magna Cum Laude

Abby Harrington Sawyer
Summa Cum Laude

Julia Catherine Scarelli
Summa Cum Laude

Alyssa Nicole Scheidegger
Cum Laude

Kelsey N. Schimming
Magna Cum Laude

Abigail Catherine Schrader
Magna Cum Laude

Jamie Madeline Schroer
Summa Cum Laude

Taylor Ann Schwein
Cum Laude

Samanta Mary Seeley
Magna Cum Laude

Owen Dean Settleage
Magna Cum Laude

Lauren Seymour
Magna Cum Laude

Kaylee Lynn Shepherd
Magna Cum Laude

Paige Kathleen Shoemaker
Summa Cum Laude

Jacqueline Abigail Skaggs
Magna Cum Laude

Emma Marie Strong
Magna Cum Laude

Sydney Marie Surgeon
Summa Cum Laude

Megan Elizabeth Sullivan
Magna Cum Laude

Katelyn Elizabeth Swadling
Magna Cum Laude

Milan Capri Tolbert
Magna Cum Laude

LeighAnn Nicole Vargo
Magna Cum Laude

Gretchen Louise Varner
Summa Cum Laude

Quyanna Tracy Vu
Summa Cum Laude

Rachel Marie Wagner
Magna Cum Laude

Steven Daniel Wang
Summa Cum Laude

Isaac Allen Watts
Natalie Grace Webster
Magna Cum Laude

Olivia Hope Weinberg
Magna Cum Laude

Caroline Roth Wells
Summa Cum Laude

Robin L. Wenk
Magna Cum Laude

Madison Elise Wenzler
Summa Cum Laude

Kelly Marie Williams
Summa Cum Laude

Kenneth Jordan Williams
Cum Laude

Anne Louise Wills
Summa Cum Laude
with Honors Research Distinction in Nursing

Ashley X. Yang
Cum Laude

Flora Yee
Kimberly Marie Yee
Ashley Xinying Zhang
Magna Cum Laude

Natalie Jean Zycki
Summa Cum Laude

College of Optometry

Dean: Karla Zadnik
Doctor of Optometry

Megan Cecilia Ahrens
B.S. (The Ohio State University)

Helen Srak Alemu
B.S. (Hawassa University)
B.S. (Ohio Dominican University)

Bethany Nicole Army
B.S. (The Ohio State University)

Nicole Kristin Auble
B.S. (University of Illinois)

Audree Shanae Bass
B.S. (University of Michigan)

Abigail Sarah Beal
B.S. (Kent State University)

Kristen Eyse Bisig
B.S. (The Ohio State University)

Lindsey Michelle Brooks
B.S. (Georgetown College)

Kirsten Nicole Canini
B.S. (University of Kentucky)

Jackson David Carey
B.S. (West Virginia Wesleyan College)
Cum Laude

Joshua L. Curtisi
B.S. (Arizona State University)

Sean Cushman
B.S. (Hope College)
Benjamin Cyphers
B.S. (Robert Morris University) Cum Laude

Jessica Ann DeLuca
Magna Cum Laude

Danica Erin Downard
B.S. (The Ohio State University) Magna Cum Laude

Jaimie Michelle Eterling
B.S. (The Ohio State University) Magna Cum Laude

Nicoleta Maria Evans
B.S. (The University of Findlay) B.S.Nurs. (Kent State University) Magna Cum Laude

Alisha Post Ferrari
B.S. (West Virginia University) Magna Cum Laude

Isidoros Xenofon Fragoulis
B.A. (Kenyon College) B.S. (Creighton University) Magna Cum Laude

Lacy Lynn Garvin
B.S. (University of Kentucky) Magna Cum Laude

Paul Joseph Grigsby
B.S. (Digicomm Institute of Technology) B.S. (University of Washington) Magna Cum Laude

Brandon M. Homan
B.S. (Ohio Northern University) Magna Cum Laude

Auston Hood
B.S. (Bowling Green State University) Cum Laude

Madeline Howland
B.A. (Grimmell College) Summa Cum Laude

Lindsey Nicole Hutchinson
B.S. (University of Kentucky) Magna Cum Laude

Alexander Philip Junglas
B.S. (The Ohio State University) Cum Laude

Zachary Alan Keesee
B.A. (Washington & Jefferson College) Cum Laude

Megan Alice Kieffer
B.S. (University of Minnesota) Summa Cum Laude

Lakshmi Santhi Kolasetty
B.A. (Rutgers University) magna cum laude

Alexander Pasquale Lamorgese
B.S. (Ohio University) Summa Cum Laude

Kody Brandon Philip Lecurgo
B.S. (The Ohio State University) Summa Cum Laude

Kristian Tyler Le Jeune
Cum Laude

Rebecca Marie Lifer
B.S. (Ohio Northern University) magna cum laude

Francis James Lister
B.S. Pub.Hlth. (The Ohio State University) magna cum laude

Ryan Richard Loney
B.S. (The Ohio State University) magna cum laude

Kelly Marie Lutmer
B.S., M.S. (The Ohio State University) magna cum laude

John Francis McKinney IV
B.S. (The Ohio State University) magna cum laude

Katherine Marie Merry
B.S. (Walsh University) magna cum laude

Dina Fatih Mubarak
B.S. (The Ohio State University) magna cum laude

Taylor Nicole Norris
B.S. (Michigan State University) magna cum laude

Sarah Rose Pace
B.S. (Westminster College) magna cum laude

Jeress Todd Pendleton
B.S. (Ohio University) magna cum laude

Casey Quinn Ramirez Cortes
B.S. (James Madison University) magna cum laude

Aditha Ponaka Reddy
B.S., M.Pub.Hlth. (Youngstown State University) magna cum laude

Emily Doran Rettew
B.S. (University of Georgia) magna cum laude

Lisa Kristine Reyes
B.A. (University of Nebraska) magna cum laude

Cassandra Marie Salter
B.S. (University of Pittsburgh) magna cum laude

Veronica Elizabeth Schauver
B.S. (Allegheny College) magna cum laude

Patrick Leigh Shepard
B.S. (Ohio University) magna cum laude

Jacob Shipton
B.S. (Brigham Young University) magna cum laude

Michael Vincent Sinopoli
B.S. (University of Massachusetts) magna cum laude

Jordan Spiess
B.S. (Kent State University) magna cum laude

Lauren Elizabeth Weisgarber
B.A. (Bluffton University) magna cum laude

College of Pharmacy

Dean: Henry J. Mann

Doctor of Pharmacy

Abdulrashid Al-Ababli
B.S. (The Ohio State University) magna cum laude

Karlis Mikelis Abuls
B.S.Pharma.Sc. (The Ohio State University) magna cum laude

Connor Michael Aossey
B.S.Pharma.Sc. (The Ohio State University) magna cum laude

Ethan James Arbaugh
B.S. (Shawnee State University) magna cum laude

Afra Aristi
B.S.Pharma.Sc. (The Ohio State University) magna cum laude

Cassadie Simone Baker
B.S. (The Ohio State University) magna cum laude

Torki Hussein O. Barayan
B.S.Pharma.Sc. (The Ohio State University) magna cum laude

Allison Jane Beechy
B.S.Pharma.Sc. (The Ohio State University) magna cum laude

Malak Benmolhane
B.S. (University of Wisconsin) magna cum laude

Sheriff Kolawole Benson
B.S. (University of Akron) magna cum laude

Samuel Austin Berens
B.S.Pharma.Sc. (The Ohio State University) magna cum laude

Christopher John Black
B.A. (Miami University) magna cum laude

Cole Boeckman
B.S. (The Ohio State University) magna cum laude

Rebecca Braun
B.S. (State University of New York College at Brockport) magna cum laude

Stephanie S. Brokaw
B.S.Pharma.Sc. (The Ohio State University) magna cum laude

Zhan Brooks
B.S. (Indiana University of Pennsylvania) magna cum laude

Jamellah Jade Brown
B.S. (The Ohio State University) magna cum laude

Junnan Chen
B.A. (University of California) magna cum laude

Taylor Nicole Clark
B.S. (Ohio University) magna cum laude

Quynh Hai Dam
B.S. (University of California, Los Angeles) magna cum laude

Julie Bollbruch DeHays
B.S. (Kettering College) magna cum laude

Emily Erin Deliman
B.S. (Wright State University) magna cum laude

Jackie Dergham
B.S. (The Ohio State University) magna cum laude

Malvi Devanathan
B.S. (The Ohio State University) magna cum laude

Helen Ding
B.S. (The Ohio State University) magna cum laude

Julie Anne Donahoe
B.S. (Bucknell University) magna cum laude

Qiaoqian Duan
B.S. (China Jiliang University) magna cum laude

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February 23-25, 2021, Board of Trustees Meetings

Anna Michele Dugovitch
B.S. (The Ohio State University) Cum Laude

Tyler Jay Everhardt
B.S.Pharm.Sc. (The Ohio State University) Cum Laude

Alexandrea Renee Feldkamp
B.S. (Wichita State University) Cum Laude

Michael Andrew Garber
B.S.Pharm.Sc. (The Ohio State University) Cum Laude

Charles Anthony Johnson III
B.S.Pharm.Sci. (The Ohio State University) Cum Laude

Lauren Nicole Johnson
B.S.Pharm.Sc. (The Ohio State University) Cum Laude

Molly Elizabeth Johnson
B.S. (University of Minnesota) Magna Cum Laude

Amee Joshi
B.S. (University of Nevada, Las Vegas) Cum Laude

Zijia Huang
B.S. (The Ohio State University) Cum Laude

Jasmine Kaur
B.S.Pharm.Sc. (The Ohio State University) Cum Laude

Sandee Kaur
B.S.Pharm.Sc. (The Ohio State University) Cum Laude

Haftu Adisu Kidanu
B.S.Pharm.Sc. (The Ohio State University) Cum Laude

Elia La
B.A. (University of California, Los Angeles) Cum Laude

Ruba Maria Lahoud
B.S. (Kaiser University) Cum Laude

Allison M. Lehky
B.S. (Baldwin Wallace University) Cum Laude

Emily S. Lein
B.S. Pharm.Sc. (The Ohio State University) Cum Laude

Chengyang Li
B.A. (University of Rochester) M.S. (The Ohio State University) Cum Laude

Douglas Michael Luther
B.S. (Oakland University) Cum Laude

Brooke Elaine Maletic
B.S. (University of Toledo) Magna Cum Laude

Shannon Elizabeth McCarthy
B.S.Pharm.Sc. (The Ohio State University) Cum Laude

Caroline McCasin
B.S. (University of Kentucky) Magna Cum Laude

Valerie Ann McCleod
B.S. (Arizona State University) Cum Laude

Catherine Rose Mechler
B.A. (Ohio Wesleyan University) Cum Laude

Morgan June Mendoza
B.S.Pharm.Sc. (The Ohio State University) Magna Cum Laude

Jacob Umberto Milani
B.S.Pharm.Sc. (The Ohio State University) Cum Laude

Paige Charissa Miller
B.S. (Ohio University) Cum Laude

Lindsey Nicole Mueller
B.S. (University of Louisville) Cum Laude

Teddy B. Nemunatis
B.S. (John Carroll University) Summa Cum Laude

Grace Nocero
B.S. (Baldwin Wallace University) Magna Cum Laude

Samson Or
B.S. (University of California) Cum Laude

Madison Elizabeth Palmer
B.A. (Butler University) Summa Cum Laude

Prutha Sanjay Patel
B.S.Pharm.Sc. (The Ohio State University) Cum Laude

Smt Jayesh Patel
B.C. (J.S.S. University) Cum Laude

Morgan Taylor Patman
B.S.Pharm.Sc. (The Ohio State University) Cum Laude

Hunter Michael Patton
B.S.Pharm.Sc. (The Ohio State University) Cum Laude

Michael John Plaskett
B.S. (Rose-Hulman Institute of Technology) Cum Laude

Elizabeth Bernadette Posney
B.S. (John Carroll University) Cum Laude

Bernard Quansah
B.S. (Kwame Nkrumah University of Science and Technology) Magna Cum Laude

Vincent Rhoden
B.S. (Widener University) Cum Laude

Meghan Elizabeth Ritchey
B.S.Pharm.Sc. (The Ohio State University) Cum Laude

John Killian Lavery Rodgers
B.S. (University of Michigan) Cum Laude

Nicholas Karl Schiefelbein
B.S.Pharm.Sc. (The Ohio State University) Cum Laude

April Lynne Schlesinger
B.S. (University of Illinois) Cum Laude

Sandy All Saleh
B.S.Pharm.Sc. (The Ohio State University) Cum Laude

Joshua Neil Scharenberg
B.S. (Ohio University) Cum Laude

Taylor Wagstaff
B.S. (University of Dayton) Cum Laude

Nicholas Karl Schiefelbein
B.S.Pharm.Sc. (The Ohio State University) Cum Laude

Jessica Anne Schrader
B.S. (The Ohio State University) Summa Cum Laude

Elizabeth Naomi Scott
B.S.Pharm.Sc. (The Ohio State University) Cum Laude

Daniel Randy Senger
B.S. (University of Minnesota) Summa Cum Laude

Sara Bailey Shanley
B.S. (The Ohio State University) Cum Laude

Barry Lei-Ji Shen
B.S.Pharm.Sc. (The Ohio State University) Cum Laude

Yueyi Shen
B.S. (China Pharmaceutical University) Magna Cum Laude

Shane Anthony Sheredy
B.S. (The Ohio State University) Summa Cum Laude

Camra Jean Sirecki
B.S. (Wright State University) Cum Laude

Zane Auston Smith
B.A. (The Ohio State University) Summa Cum Laude

Rush L. Sommerville
B.S. (University of Indianapolis) Cum Laude

Kelly Marie Spears
B.S.Pharm.Sc. (The Ohio State University) Magna Cum Laude

Kaitlyn Mae Stens
B.S. (University of New Hampshire) Cum Laude

Adam Patrick Storc
B.S.Pharm.Sc. (The Ohio State University) Cum Laude

Christopher Robin Stuessy-Vidas
B.S.Pharm.Sc. (The Ohio State University) Magna Cum Laude

Kendra Marie Thomas
B.S.Pharm.Sc. (The Ohio State University) Magna Cum Laude

Rebekah Lawren Thomas
B.S. (Slippery Rock University) Cum Laude

1464
John Glenn College of Public Affairs

Dean: Trevor L. Brown

Bachelor of Arts

Noor Alikehfe
Magna Cum Laude
Paul Joseph Becko
Magna Cum Laude
Emma Baker
Cum Laude
Joseph Gerard Barreau
Magna Cum Laude
Kyle Anand Claassen
Cum Laude
Kara Patricia Marshall
Bo Rockne McIntosh
Cum Laude

Laura Kathryn Dacy
Fatima Abukar Dahir
Cum Laude
with Research Distinction in Geography
Mackenzie Dyann Damon
Summer Cum Laude
with Honors in Public Affairs
Elizabeth Grace Dickinson
Magna Cum Laude
Megan Nicole Donnelly
Cum Laude
Claire Sophie-Marie Dyson
Jack Fischer
Lidia Kassandra Garcia Berrelleza
Qurratulain Abdul Ghani
Cum Laude
Rebecca Elisabeth Gibbon
Alexandra Scott Gonia
Summa Cum Laude
Emma Donlyn Gurlinger
Magna Cum Laude
Teneenah Tazhaare Hale
Erika Michelle Harper
Joanathan G. Harrel
Magna Cum Laude
David Lee Hart
Sydney Paige Herbert
Megan Hopkins
Andrew David Hussar
Summer Cum Laude
Bianna Tyler Jones
Summa Cum Laude
Caroline Rose Karwisch
Cum Laude
Edrees Ahmad Kharza
Alex Wil Kuakua
Veda Mathur
Andrew Bron McDonald
Zachary Paul McIntyre
Alexandria Taylor McKeel
Cum Laude
Sydney Grace McKeel
Cum Laude
Steven Kenneth McMahon
Avery Michele Moody
Sarah Melbene Munting
Shradha Parekh
Caroline Louise Rohrs
Julia Claire Rome
Summa Cum Laude
with Honors in Public Affairs
Sophia Rose Ruttenberg
Magna Cum Laude
Maura Ruth Ryan
Summer Cum Laude
Selome A. Shebawab
Lindsay Blake Silverman
Magna Cum Laude
Lauren Ashley Simpson
Summer Cum Laude
Ayriq Sims
Molly Christine Snyder
Cum Laude
Jacob Roy Spiegel
Magna Cum Laude
with Honors in Public Affairs
Elisabeth Stroud Stevens
Cum Laude
February 23-25, 2021, Board of Trustees Meetings

Adam Michael Szalay
Magna Cum Laude
Precious Tate
Bachelor of Science in Public Health
Taner Gordon Kenneth Taylor
Magna Cum Laude
Nazrul Hossain
Bachelor of Science in Social Work
Azizah Abdurrahman
Magna Cum Laude

Bachelor of Science in Public Health
Dean: Amy L. Fairchild
Ryan Thomas Westwood
William Frank Vidmar
Carmen Victoria Moesle
Eitan Tivon Miles Liss
Victoria Zubovich
Bachelor of Science

Bachelor of Science in Social Work
College of Social Work
Dean: Amy L. Fairchild
Hafsa Ali Abdullahi
Lindsey Lowe Alдержан
Istahul Abdurukur Ali
Cum Laude

College of Public Health
Dean: Amy L. Fairchild
Bachelor of Science in Public Health
Hafsa Ali Abdullahi
Lindsey Lowe Alдержан
Istahul Abdurukur Ali
Cum Laude

Peyton Rileigh Arden
Cum Laude
Zoe Barricklow
Magna Cum Laude
with Honors in Public Health
Samantha Ayana Beermann
Magna Cum Laude
with Honors in Public Health
Madison Shea Bell
Summa Cum Laude
Hannah Mae Blumenfeld
Magna Cum Laude
Elinor Marie Broy
Summa Cum Laude
Kayla Marie Bungamer
Magna Cum Laude
Madison B. Conley
Summa Cum Laude
Katherine Marie Conners
Summa Cum Laude
Michael Athanasios Daskalakis
Cum Laude
Derek Alexander DeCola
Cum Laude
Marisa Sue Detore
Magna Cum Laude
Alexandra Antoinette DiCecca
Cum Laude
Nina M. Dobruszkin
Bradley D. Edison
Cum Laude
with Research Distinction
Lauren Elizabeth Fischer
Sarah Elizabeth Four
Magna Cum Laude
Olivia Katherine Fox
Magna Cum Laude
Megan Rains Garry
Summa Cum Laude
with Honors in Public Health
Mengyuan Gu
Cum Laude
Emily Allison Gutzwiller
Magna Cum Laude
Lauren Lynn Hackenberg
Ailee Henderson
Cum Laude
Sofia Amelia Hernandez-Killingsworth
Hannah Elizabeth Jones
Cum Laude
Mason David Kamer
Ali Rasheed Khosravi
Magna Cum Laude
Thyra Miranda Kimbell
Rajiv Danny Kishinchand
Austin Erin Knorz
Magna Cum Laude
with Honors in Public Health
Amelia Nancy Kvalheim
Magna Cum Laude
Emmanuel Mbote Latio
Elizabeth Tia Lima
Senya Maggi
Alexis Malecki
Summa Cum Laude
Sophia Theanne Matts
Magna Cum Laude
with Honors in Public Health
Mona Chloe Mazdoum
Magna Cum Laude
with Honors in Public Health
Alexis Rosa Miranda
Summa Cum Laude
with Honors in Public Health
with Honors Research Distinction in Public Health
Uma Melayarapu
Magna Cum Laude
with Honors in Public Health
Claire Victoria Nettleship
Cum Laude
Lillian Adelle O’Toole
Magna Cum Laude
Millicente Adwoa Osei-Tutu
Aneeshia Patel
Sahki Mihesh Patel
Cum Laude
Katherine Rita Pavlins
Magna Cum Laude
Natalie Rose Perme
Magna Cum Laude
with Honors in Public Health
Elizabeth Anne Pero
Ariana Nichole Pitcher
Summa Cum Laude
with Research Distinction
Shahd Khaled Qasim
Gerard Rattler
Gabrielle Audree Eleanor Romaker
Magna Cum Laude
Merriya Roper
Magna Cum Laude
Caitlin Clark Ryan
Alviva Sandberg
Harveen Kaur Singh
Shashank Singh
Magna Cum Laude
with Research Distinction
Sanjana Srivastava
Adaleigh Jean Staley
Magna Cum Laude
with Honors in Public Health
Jalysse Marie Stanford
Paxton Nicholas Stern
Summa Cum Laude
Kira Stiggers
Nadih Thakkar
Jahara Waked
Magna Cum Laude
Elizabeth Anne Wallace
Keith Lamont Watson
Kainly Grace Wolfertshurf
Summa Cum Laude
with Honors in Public Health
Jessica Yee
Summa Cum Laude
Ziyang Yu
Magna Cum Laude
with Research Distinction in Public Health

College of Social Work
Dean: Thomas K. Gregoire
Bachelor of Science in Social Work
Lal Abukar Abbdi
Jason Eugene Adams
Magna Cum Laude
Yamuna Adhikari
Jaidyn Nicole Adkins
Cum Laude
Tanya Akhter
Rebecca Nicole Lin Leshier
Emalie Rose Ames
Addison Connor Anderson
Caroline Joan Anderson
Summa Cum Laude
LeNya Anderson
Monica Joyce Bailey
Kortney Alleece Baker
Avery Nicole Bautz
Christina Bayes
Summa Cum Laude
with Research Distinction in Social Work
Natalie Lauren Beachy
Ayantu Fanta Bedasso
William James Bivens, Jr.
Lindsay Bridgum
Magna Cum Laude
Kimberly Marie Bridgum
Summa Cum Laude
Stevanie D. Brown
Cum Laude
Tabitha Marie Browning
Bryn Burgy
Alexandra Marie Businger
Magna Cum Laude
with Honors Research Distinction in Social Work
Rhyme Calaada
Kristin M. Carr
Cum Laude
Joelle Denae Cassetto
Magna Cum Laude
Amber-Dean Presley Chaffin
Madison Rae Cheney
Kayleigh Renee Chelski
Cum Laude
Storie Dale Cherry
John Kinsey Christensen
Summa Cum Laude
Talia Rae Clifton
Cum Laude
Meagan Nicole Cline
Hannah Nicholas Cochran
Cum Laude
Miranda Cotillo
Gavin Patrick Cogan
Cum Laude
Jennina Unisata Conteh
Christine Cook
Magna Cum Laude
Mikaela Rose Copley
Cum Laude
Danielle Rae Cossin
Cum Laude
Carah J. Jibriel Cox
Cum Laude
with Research Distinction in Social Work
Alyssa Beth Damschroder
James Emanuel Davis, Sr.
Madison Leigh Day
Sarah Demana
Cum Laude
Tobias Leo Chukwuemeka Dick
Lauren Renee DiLullo
Magna Cum Laude
Rachael Edelstein
Magna Cum Laude
with Research Distinction in Social Work
Emily Lynn Elliott
Amaya Elayed
Cum Laude
Mary Sophia Finley
Megan Muchelle Fisher
Cum Laude
Emily Hope Flores
Leonard Richard Foltz, Jr.
February 23-25, 2021, Board of Trustees Meetings

Austin Freley
Masee June Fried
Katherine Sarah Friedman
Magna Cum Laude

Braydan Malikah Gaffin
Kaylin Marie Garrett
Magna Cum Laude

Savannah Paige Garrett
Jennifer Gerken
Mohammad Nabil Ghamlouh
Amanda Nicole Gifford
Cum Laude

Kendal Glandorf
Magna Cum Laude
with Honors in Social Work

Ashley Grenke
Corrine Marie Groves
Magna Cum Laude

Mollie Alexandra Grubbs
Tyler Douglas Guiminski
Magna Cum Laude

Stephen Joseph Hale
Lara Helen Haney
Taylor Hannon
Logan Harris
Tessa Harvey
Summa Cum Laude

Iman M. Hassan Yussaf
Cum Laude

April Denice Hayes
ChayLinn Paulinea Hildreth
Taylor Michelle Hites
Magna Cum Laude

Jared Matthew Horner
Magna Cum Laude

Mykaia Houselberg
Madison Lee Huffman
Cum Laude

Allison Elizabeth Hurley
Cum Laude

Edward Lee Hurrell, Jr.
Cum Laude

Leah Imhoff
Summa Cum Laude

with Honors Research Distinction in Social Work

Tabatha Meghan Imler

Darby Taylor Ivan
Abbigail Rose Jans

Shanelle D'Vyne Johnson
Britanie Joy Jones
Hannah Marie Jones
Cum Laude

Lydia Ann Jones
Magna Cum Laude

Payton Ray Jones
Cum Laude

Cameron G. Justice
Magna Cum Laude

Hawa Kaikai
Jaylin Kaib
Heather Michelle Keener
Molly Kelleher
Lillian Kellor
Cum Laude

Payton Eileen Kidder
Summa Cum Laude

with Honors in Social Work

Yusun Kim
Summa Cum Laude

Kaleb Dylan Kincade
Abbigail Renee King
Jenna Marie Krouskouf
Magna Cum Laude

Mackenzie Reagan Leatherman
Magna Cum Laude

Madeline Elizabeth Lent
Magna Cum Laude

Jenny Lian
Brittany Lipper
Summa Cum Laude

Danielle Justice Litt
Madison E. Long
Magna Cum Laude

Jocelyne Lizzette Maciel
Caroline Ann MacNeill
Summa Cum Laude

with Honors in Social Work

Heather Marie Marsh
Sarah Katherine Marsh
Karmyn Alysse Martinez-Creath
Tonya McGlasson
Magna Cum Laude

Hunter Gretchen Merchant
Magna Cum Laude

Tyler Davies Michaels
Summa Cum Laude

Brenna Miller
Taylor Christine Miller
Amina Mohamed Miraad
Amina Mohamed
Summa Cum Laude

Kaylee Renee Mohler
Twila Sue Mollett
Trenton P. Morgollo
Chelsea Taylor Moore
Ayana Moorer
Tonia Denise Morris
Ravro Tario Mutumhe
Abigail Lee Nelson
Magna Cum Laude

Bailey Marie Nelson
Summa Cum Laude

Morgan Elsey Nelson
Kenslie Nicoleides
Cum Laude

Carly Jessica Nisse
Magna Cum Laude

Brittney Reana Nye
Melinda Metz Oman

Ryan Michael Osterholt
Kasee Otto
Cynthia Cristina Pablo-Martinez
Cum Laude

Sarah Jane Palocko
Summa Cum Laude

with Honors Research Distinction in Social Work

Nururah Durahan Parsons
Cum Laude

with Honors Research Distinction in Social Work

Julia Paxton
Magna Cum Laude

Amber Nicole Payne
Cum Laude

Brittany Renee Payne
Paige Dionne Payne
Madina Mahadi Pomba
Kaylee Jaye Petway
Lauren Grace Pfeiffer
Magna Cum Laude

Autumn Rose Pierce
Devin Allan Pierce
Lisa Ann Pinkerton
David Robert Pitts
Alysa Lynette Ponder
Jessica Lane Porter
Summa Cum Laude

Taylor Michelle Potts
Bailey Powell

Jamie Joanne Powell
Nicole Pratt
Magna Cum Laude

Cecelliah Velez Price
Michael Lee Pritchard
Magna Cum Laude

Shebiee V. Proudfoot
Jocelyne Jerriel Reed
Julie Elise Remender
Courtney Renee Roberts
Michael Thomas Robinson
Summa Cum Laude

August Naomi Rodriguez
Destiny Brenna Rooks
Cum Laude

Brittney Nichole Roth
Kinsay Lynette Rowe
Sadie Lynn Rumer
Magna Cum Laude

Makenzee Rae Madison Runda
Magna Cum Laude

Katelynn Marie Rygg
Kiele Sayre
Magna Cum Laude

Alexandra Lee Schneider
Cum Laude

Madison Naylor Seabury
Summa Cum Laude

Miki Mukhtar Sheick
Nadine Sheikh
Megan Nicole Shepherd
Magna Cum Laude

Noah Saman Shinvani
Sara Mae Shoup
Cum Laude

Nicholas Allen Siegrist
Amanda Joy Sivey
Alex Smith
Lucy Marie Smith
Magna Cum Laude

Matthew David Smith
Tiffany Marie Snider
Cum Laude

Claire Elizabeth Sobecki
Summa Cum Laude

Bailey Leann Speakman
Sarah Ashlyn Swartz
Kathleen Theado
Joseph Vito Tinnerello
Matthew Tippit
Cum Laude

Veda Jo Tomich
Karla J. Torres Ramos
Stefania Torres-Grisales
Mikayla Elizabeth Tritbaugh
Magna Cum Laude

Janai Lavaughn Troutman
Cum Laude

Anisha Varatharahaj
Mary Catheline Nicole Viers
Auvanna Simone Vigil
Kayley Elizabeth Wagner
Andrew O’Neill Wallace
Nimaa Ibrahim Warsame II
Alexa Rhea Webb
Sam Alexander Weiss
Summa Cum Laude

Keara Marie Westfall
Ayanna Williams
Katerina Elena Woods

Jasmine Rose Wooten
Sly Lee Worthy, Jr.
Magna Cum Laude

with Honors Research Distinction in Social Work

Mallory Wright
Cum Laude

Yunzi Yu
Summa Cum Laude

with Honors Research Distinction in Social Work

Sahro A. Yusuf
De’Onna Nicole Zigmond
Cum Laude

College of Veterinary Medicine

Dean: Rustin M. Moore

Doctor of Veterinary Medicine

Rachel Julie Adams
B.S.Agr., M.S. (The Ohio State University)

Sierra Marie Adams
B.S. (Kent State University)

Jacob Scott Aiello
B.S.Agr. (The Ohio State University)

Lauren Nicole Ariellano
B.S. (University of California)

Martha S. Ariellano
Licenciado (Universidad Anahuac)

Julia Patricia Azarcon
B.S. (University of Georgia)

Madison Renee Baker
B.A., B.S. (Miami University)

Jessica Battanyani
B.S. (Wyoming College)

Logan Michael Bauman
B.S.Agr. (The Ohio State University)

Kristen Behrens
B.S. (The Ohio State University)

Savanna Nicole Bentley
B.S. (Ohio Northern University)

Bryan Leo Berkenbile

Andrea Leigh Bessler
B.A. (University of California)

Heather J. Biggs

Natalie Tatiana Bosvert
B.S. (University of Massachusetts)

Michael John Botros
B.S. (Rutgers University)

Marie Elizabeth Brake
B.A., B.S. (Miami University)
M.S.N. (Capital University)
B.S., B.S.Nurs. (Ohio University)
Melissa N. Swallie
M.Pub.Hlth. (The Ohio State University)
B.S. (The University of Findlay)
Caitlin Anne Marie Streacker
B.S.Agr. (The Ohio State University)
Kristina Ann Stout
B.S. (Marietta College)
Rachel Anne Stahl
B.S. (Marietta College)
Kristina Ann Stout
B.S.Agr. (The Ohio State University)
Caitlin Anne Marie Streacker
B.S. (The University of Findlay)
M.Pub.Hlth. (The Ohio State University)
Melissa N. Swallie
B.S., B.S.Nurs. (Ohio University)
M.S.N. (Capital University)

Mary Elizabeth Swiger
B.S. (Baldwin Wallace University)
Kathleen Rose Taylor
B.S. (College of Mount Saint Joseph)
Kelly Anne Thompson
B.S. (Mercyhurst University)
M.S. (The Ohio State University)
Meredith Thompson
B.S. (Colorado State University)
Tristen Lyda Thompson
B.S. (University of Cincinnati)
Andrew Alan Todd
B.S. (University of Cincinnati)
Sara Beth Toner
B.S. (University of Delaware)
Michael John Turner
B.S.Agr. (The Ohio State University)
Imogen Underwood
B.S. (Kent State University)
Ava Elizabeth Vasyliw
B.S. (Pennsylvania State University)
Laura Courtney Venner
B.A. (Skidmore College)
M.S. (George Washington University)
Katherine Virosteck
B.S. (Colorado State University)
Alison Vossmoore
B.S. (Otterbein University)
M.Pub.Hlth. (The Ohio State University)
Jessica Nicole Wallinger
B.S. (Becker College)
Brittany Nicole Webb
B.S.Agr. (The Ohio State University)

Transition Options in Postsecondary Settings Program

Workforce Development Certificate
John Griffin Kondracke
LaMont Cranston Swift, III
Lena Meerman
Zachary Nathaniel Watts

Candidates to be Commissioned in the Armed Forces

United States Army
Second Lieutenant United States Army
Armor
Joshua C. Babb *
Jacob L. Brown

Army Nurse Corps
Fatoumata Keita

Aviation
Kellie B. Garity
Allison M. Raff *

Corps of Engineers
Matthew T. Duncan
Jared W.J. Weller

Educational Delay – Medical Corps
Jackson T. Watkins *
Elizabeth J. Zinn

Field Artillery
Timothy W. Gerholdt
Gavin A. Rodriguez

Infantry
Kyeoree Lee *
Zachary P. McIntyre
Joseph T. Paskell
Steven R. Pensyl

Ordnance Corps
Sarah E.J. Handau *
Colin J. Staten
Sierra N. Mushett
Bradley R. McPherson
Riley E. McCormick
Anne L. Guilbert
Nolan B. Hart
Catherine M. Hawrylko **
Mark J. Jobour
Riley E. McCormick
Bradley R. McPherson
Sierra N. Mushett
Colin J. Staten
Justin W. VanMeter **

Second Lieutenant United States Army Reserve

Adjudant General Corps
Lynsey M. Wallace *

Cores of Engineers
Krishna S. Ravi

Cyber
Ralph L. Sanders

Quartermaster Corps
August N. Rodriguez

Signal Corps
Dylan R. Johnson

Second Lieutenant United States Air Force

Adjudant General Corps
Tyler N. Dunbar
Austen J. Miller

Aviation
Aaron L. Evans *

Military Intelligence
Michael J. Trombetti

Transportation Corps
Summer R. Constable

United States Air Force
Second Lieutenant United States Air Force

Caleb J. Bagley
Thomas C. Balaj
Joseph C. Coogan
Alexander M. Creek
Darryl J. Feiter
Hannah S. Gage **
Savannah M. Gorderlu
Anne L. Guilbert
Jack D. Guiling
Ethan R. Hardy
Nolan B. Hart
Catherine M. Hawrylko **
Mark J. Jobour
Riley E. McCormick
Bradley R. McPherson
Sierra N. Mushett
Colin J. Staten
Justin W. VanMeter **
William K. Walker

* denotes Distinguished Military Graduate
** denotes Distinguished Air Force Graduate
*** denotes Distinguished Naval Graduate
Graduates with Honors

Criteria for graduating with honors are listed below. Grade-point averages (GPA) are based on the student’s penultimate semester.

**Summa Cum Laude** designates those who earned a 3.9 GPA or better.

**Magna Cum Laude** designates those who earned a 3.7 GPA or better.

**Cum Laude** designates those who earned a 3.5 GPA or better.

**With Honors in the Arts and Sciences** requires successful completion of the Arts and Sciences Honors Contract and graduation with a 3.4 GPA or better.

**With Honors in Business/Accounting** requires successful completion of a prescribed honors program of study and graduation with a 3.5 GPA or better.

**With Honors in Education and Human Ecology** requires successful completion of an honors experience contract and graduation with a 3.4 GPA or better.

**With Honors in Engineering** requires successful completion of an honors experience contract and graduation with a 3.4 GPA or better.

**With Honors in Food, Agricultural, and Environmental Sciences** requires successful completion of an honors experience contract and graduation with a 3.4 GPA or better.

**With Honors in Medicine** denotes successful fulfillment of the College of Medicine Honors Program tenets and a 3.4 cumulative GPA or better.

**With Honors in Public Affairs** requires successful completion of an honors experience contract and graduation with a 3.4 GPA or better.

**With Honors in Public Health** requires successful completion of a prescribed honors program of study and graduation with a 3.5 GPA or better.

**With Honors in Social Work** requires successful completion of a prescribed honors program of study and graduation with a 3.4 GPA or better.

**With Distinction** requires successful completion of an undergraduate thesis and a 3.4 GPA or better.
### Summary of Degrees and Certificates

**Spring Semester Commencement — 2021**

<table>
<thead>
<tr>
<th>College Type</th>
<th>Degree/Certificate</th>
<th>2021 Degree/Cert. Total</th>
<th>2020-2021 Fiscal Year Total</th>
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**Total Degrees and Certificates**

- 12,345 (not including certificates)
- 12,249 (not including certificates)
- 828,390 (not including certificates)
- 164,848 (not including certificates)
THE ACADEMIC COSTUME

The colorful ceremonies of The Ohio State University commencements derive from practices originating in the Middle Ages. When European universities were taking form in the 12th and 13th centuries, the scholars were usually clerics, and consequently they adopted costumes similar to those of their monastic orders. Cold halls and drafty buildings called for caps and floor-length capes with attached hoods, and the sobering influence of the church probably resulted in the staid character of the caps and gowns.

As the control of the universities gradually passed from the church, some aspects of the costumes took on brighter hues. Old prints and engravings, however, reveal a strong similarity between the regalia worn in early universities and that of the present day. In light of our nation's English heritage, academic costume has been in use in the United States since colonial times. To establish a standard of uniformity in regard to the practice, an intercollegiate commission was formed to prepare a code for caps, gowns and hoods that has since been adopted by all academic institutions.

Originally round, the shape of the cap is now the familiar mortarboard square — a shape that, according to ballad folklore, resembles a scholar's book. Legend also has it that the privilege of wearing a cap was the initial right of a freed Roman slave; the academic cap, therefore, has become a sign of the freedom of scholarship. The flowing gown has become symbolic of the democracy of scholarship, for it covers any dress that might indicate rank or social status. The hood, reserved at The Ohio State University for those receiving doctoral and master's degrees, not only indicates the type of degree, but also is lined with the official colors of the university.

The Gown

**Bachelor:** The bachelor gown is black, full cut with long pointed sleeves.

**Master:** The master gown is black, long or short sleeves, with an arc-shaped panel extended for each sleeve.

**Doctor:** The Ohio State University Doctor of Philosophy gown is scarlet with gray velvet panels on the front and three velvet bars on each sleeve. Other doctor gowns are black with velvet panels and bars, the color of which is distinctive of the field of study.

Honors Emblem

The Ohio State University honors emblem is a scarlet and gray tasseled braid worn over the gown. Students eligible for this curricular honor are those graduating summa cum laude, magna cum laude, cum laude, with distinction and with honors.

The Hood

**Bachelor:** Three feet long with a two-inch-wide velvet edging.*

**Master:** Three and one-half feet long with a three-inch-wide velvet edging.

**Doctor:** Four feet in length with a five-inch-wide velvet edging and panel at the sides.

The lining of all hoods, which is folded out, bears the official colors of the institution granting the degree. The color of the velvet indicates the field of study.

* Not usually worn by candidates for a degree.

Cap and Tassel

Candidates for degrees at The Ohio State University wear the black mortarboard with a tassel whose color is distinctive of the degree being received. The tassel colors are as follows:

- **Graduate School (PhD):** Gray
- **Others:** Black

College of Arts and Sciences

- **BA:** White
- **BA Journalism:** Crimson
- **BAE, BFA:** Brown
- **BM, BME:** Pink
- **BS, BS Design, BS Atmos.Sci., BS Geog.Info.Sc.:** White

Fisher College of Business

- **Drab**

College of Dentistry

- **Lilac**

College of Education and Human Ecology

- **Education:** Light Blue
- **Human Ecology:** Maroon

College of Engineering

- **Orange**

Knowlton School of Architecture

- **Blue-Violet**

College of Food, Agricultural and Environmental Sciences

- **Maize**

School of Environment and Natural Resources

- **Blue-Green**

Moritz College of Law

- **Purple**

College of Medicine

- **Green**

School of Health and Rehabilitation Sciences

- **Green**

College of Nursing

- **Apricot**

College of Optometry

- **Seafoam Green**

College of Pharmacy

- **Olive Green**

John Glenn College of Public Affairs

- **Peacock Blue**

College of Public Health

- **Salmon**

College of Social Work

- **Citrone**

College of Veterinary Medicine

- **Gray**

The gold tassel is worn frequently by those holding the doctoral degree and by college and university administrative officers.
Complimentary Programs

A limited number of programs are available on a first-come, first-served basis. Requests should be sent to the Office of Commencement and Special Events, 1060 Blankenship Hall, 901 Woody Hayes Drive, Columbus, OH 43210-4016.

Board of Trustees

(The expiration date of each trustee’s term is given in parentheses.)
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Abigail S. Wexner, vice chair (2023)
Cheryl L. Krueger (2021)
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Erin P. Hoeflinger (2022)
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Anand Shah, student trustee (2021)
Carly G. Sobol, student trustee (2022)
James D. Klingbeil, charter trustee (2021)

Jessica A. Eveland, secretary
**PRESIDENT’S CABINET**

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<tr>
<td>Kristina M. Johnson</td>
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<tr>
<td>JR Blackburn</td>
<td>Chief of Staff, Office of the President</td>
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<td>Michael C. Eicher</td>
<td>Senior Vice President for Advancement, The Ohio State University Foundation</td>
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<td>Jessica A. Eveland</td>
<td>Secretary of the Board of Trustees</td>
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<tr>
<td>Anne K. Garcia</td>
<td>Senior Vice President for Legal Affairs and General Counsel</td>
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<td>Jack D. Kasey</td>
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<td>Executive Vice President and Provost</td>
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<td>Michael Papadakis</td>
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<td>Senior Vice President for Marketing and Communications</td>
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<td>Paul N. Patton</td>
<td>Senior Advisor to the President, Interim Senior Vice President for Talent, Culture and Human Resources</td>
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<td>Executive Vice President and Chancellor for Health Affairs</td>
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<td>Stacy Rastauskas</td>
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<td>Melissa S. Shivers</td>
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<td>Gene D. Smith</td>
<td>Senior Vice President and Wolfe Foundation Endowed Director of Athletics</td>
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<td>Grace Wang</td>
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**COUNCIL OF DEANS**

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<td>Carol R. Bradford</td>
<td>Dean, College of Medicine, Vice President for Health Sciences</td>
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<td>Trevor L. Brown</td>
<td>Executive Dean, Professional Colleges, Dean, John Glenn College of Public Affairs</td>
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<td>Lincoln L. Davies</td>
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<td>Elizabeth V. Hume</td>
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<td>Damon E. Jaggars</td>
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<td>Norman W. Jones</td>
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<td>Peter J. Mohler</td>
<td>Interim Vice President for Research</td>
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<td>Executive Dean, Regional Campuses, Dean and Director, Ohio State Marion</td>
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<tr>
<td>Karla Zadnik</td>
<td>Executive Dean for Health Sciences, Dean, College of Optometry</td>
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In the case of inclement weather, every effort will be made to hold commencement as planned. Commencement will take place in Ohio Stadium, unless weather conditions are dangerous or severe, in which case the ceremony will be canceled. No indoor facility on campus can accommodate the graduating class and their guests.

On commencement day, Ohio State officials will be in continuous contact with the National Weather Service to monitor approaching weather. If it is feasible to delay the start of the ceremony and wait for clearing or less severe weather, the start of the ceremony may be delayed up to one hour. Should this happen, any changes will be announced on-site to graduates and guests. Graduates and guests are asked to remain in protected areas of Ohio Stadium. Your patience and cooperation will help facilitate this plan.

In case of cancellation

If it is determined that severe weather will not permit us to hold commencement, the ceremony will be canceled. Once cancellation has been announced, graduates and guests should follow any instructions provided.

Any unclaimed diplomas will be taken to Buckeye Link on the first floor of the Student Academic Services (SAS) building, 281 West Lane Avenue. Diplomas will be available for pick-up there during regular business hours, May 10-14. If a graduate’s diploma remains unclaimed after 12 p.m. on Friday, May 14, it will be mailed to the permanent address on record within two to four weeks of commencement. Graduates can verify/change their mailing addresses by navigating to the BuckeyeLink website at buckeyelink.osu.edu. Click on “My Student Center,” then scroll down to the “Personal Information” section to view the address. Click on the “Permanent Address” hyperlink if there is a need to edit it.
POMP, CIRCUMSTANCE, AND OTHER SONGS OF A LIFETIME
(continued from inside front cover)

I say, rather, the richness of us, 
precious difference, the grand multiplicity 
of selves that balance this globe 
and enable it to spin true. Grandson 
of peasant immigrants, I was given 
the opportunity to earn a doctorate 
in English literature from Ohio State— 
because my family labored long nights 
around the kitchen table trying to learn 
this arduous English. I sat where 
you’re sitting twenty-six years ago. 
Bob Dylan and Smokey Robinson got me 
through. Yes, it took a prophet and Miracles! 
My son earned an OSU Ph.D. in history. 
Now you, graduates, are being honored—
by degrees. We’ve all come together 
around the kitchen table of Ohio State. 
Ohio, Round on the ends and high 
in the middle. For the years to come 
we’ll sing together, Beautiful Ohio, 
in dreams again I see, Visions of what 
used to be. These psalms, sacred thoughts 
of our tribes, ‘78’s and 33’s, tapes, 
CD’s—they take up space in shelves 
of our skulls, our hearts. They remind us 
we want a song beyond the run-of-the-mill thrill, the moment throbbing 
with pleasure or bathed in the blues. 
We ache for something grander than 
pure selfishness. Songs sung for one 
alone are not true music. Arias shared 
are music of the spheres, ways of saying 
to another something from the soul. 
Of course the Buckeye Battle Cry 
is there. Drive, drive on down the field, 
Men (and women!) of the Scarlet 
and Gray. Well, you drove on down 
the field, and you drove up and down 
the streets, around and around 
crowded lots, looking for a place to park, 
and you searched our dark, ancient library 
for a decent place to study. My wife, 
Mary’s, father marched in the first 
“Script Ohio,” in 1936. He’s here today 
with us, blowing his horn, I can’t help 
but feel, as is the sweet mother 
I lost last year, the one who gave me 
the stars. Today’s music makes us think 
of the debts we owe, and never can repay. 
So many of us would not be here 
were it not for the lullabies and songs 
of dear parents, their parents, theirs. 
Some are here today in the flesh. 
Many are not. We mourn them with cadences 
of our hearts. Think how many people 
sang before us, gave us a name, a voice, 
taught us the right words. We must 
cherish them by remembering every song. 
When we sing to others, we honor 
our fathers and mothers, thank them 
for this day of profound scarlet and gray 
pomp and circumstance. O, come 
let’s sing Ohio’s praise, And songs 
to Alma Mater raise. Alma mater, 
Ohio State is our sweet, nurturing mother.

We came of age here, with her help. 
Well, Mother, we love you, but, like, 
it’s time we moved out, got a place 
of our own. You’re standing there, 
Mom, gray hair, eyes scarlet 
from crying. We won’t forget you. 
Now, even though this ceremony 
means we’re being weaned, taken off 
the nipple, let’s take care to cherish her 
al our days. Let’s remember 
the words to the songs she taught us, 
and pass them on. We’ll remember 
always, Graduation Day. Summer’s heat, 
and winter’s cold. The seasons pass, 
the years will roll, Time and change 
will surely show How firm thy friendship, 
O-hi-O. We call that little number 
Carmen Ohio. Carmen means song 
in Latin. You’ve worked hard; she 
is your reward; today is your reward. 
You’re filled to overflowing with 
the notes, the poems we’ve written 
together. You know the score. 
Continue to work hard for yourselves, 
and one another. Find the ones who need 
you to sing to, for them, in the world. 
Graduates, this joyful litany, this hymn 
our ancestors collaborated on with us, 
the calling of your name today is music 
to our ears. Sing that name proudly 
all your days, as if your life depended 
on it. It does, you know. It has been 
an honor for me to speak—and sing— 
to you today. Thank you, graduates, 
and, again, Congratulations.
Memorandum

December 22, 2020

To: Ohio State University Senate
From: Honorary Degrees Committee
       Caroline S. Wagner, Chair, 2020-2021

Subject: Nomination of David D. Awschalom for an Honorary Degree

This memorandum summarizes the nomination for an Honorary Degree of Dr. David D. Awschalom, who was nominated for the honor by Dr. Joseph Heremans, Ohio Eminent Scholar and Ohio State Professor in the Department of Mechanical and Aerospace Engineering.

Dr. Heremans noted that Dr. Awschalom has a close and extremely valuable connection to Ohio State University, in that he has been the Ph.D. thesis or postdoctoral advisor of four of Ohio State’s most brilliant faculty. These faculty members are Ezekiel Johnston-Halperin, Jay Gupta, and Roland Kawakami in OSU’s Department of Physics, and Roberto Myers in OSU’s Department of Materials Science and Engineering, all of whom support this nomination. Dr. Awschalom is also a collaborator on a past grant at Ohio State and he served in the past as an external advisor for the OSU MRSEC “Center for Emerging Materials.”

To quote at length from Dr. Hereman’s nomination letter, he makes the case for the extraordinary scientific contributions made by Dr. Awschalom as follows:

"Prof. Awschalom’s work demonstrates that quantum technologies can be realized in practical architectures, namely impurity spins in semiconductors like diamond and silicon carbide. These impurity spins, with solid-state device engineering, provide favorable frameworks for quantum electronics, information and information processing, and communication, as well as quantum sensing. With his emphasis on optical entanglement of single spins, Prof. Awschalom’s work demonstrates the possibility and promise of quantum technologies at the macroscale using significant developments in fabrication at the nanoscale, quantum control, and engineering of materials. As an example of
his commitment to these fields, Prof. Awschalom has led a project to develop a dedicated quantum testing route for entanglement distribution and control protocols on an existing 30-mile-long single-mode fiber-optic link between Argonne National Laboratory and Fermi National Accelerator Laboratory. ANL and FNAL each will have nodes for remote experiments operating at telecom wavelengths, and the distance over which these experiments can operate meets or exceeds the distance used at other testing facilities in the US and the world. The testing facility has been constructed with an eye to advancement and flexibility, allowing various quantum platforms to be interchanged or upgraded at either end. The desired quantum-coherence characteristics will be achieved through basic research using a bottom-up approach at each quantum node, with focuses on quantum material design, synthesis, and coherent control. The DOE recently jointly awarded UChicago/FNAL/ANL a significant facility grant to realize a functional research facility out of this fiber-optic link.”

Dr. Heremans stated that: “These contributions demonstrate that Prof. Awschalom is both deserving of this honor and an excellent representative of Ohio State’s reputation for excellence.”

The Senate Committee on Honorary Degrees considered the nomination; the seven members of the committee voted unanimously in favor of passing to the Senate a recommendation to confer upon Dr. Awschalom the degree of Doctor of Science, honoris causa.

We are pleased to submit this nomination and the accompanying supporting materials to the Ohio State University Senate.
Memorandum

December 22, 2020

To: Ohio State University Senate
From: Honorary Degrees Committee
       Caroline S. Wagner, Chair, 2020-2021

Subject: Nomination of Robert Bilott for an Honorary Degree

This memorandum summarizes the nomination for an Honorary Degree of Mr. Robert Bilott of Cincinnati, Ohio. Mr. Bilott, an attorney, was nominated for the honor by Ohio State Professor Linda Weavers, PhD, PE, BCEE, who holds the John C. Geupel Endowed Professorship in the Department of Civil, Environmental, and Geodetic Engineering in the College of Engineering, Ohio State University. The nomination is supported by letter from Alicia L. Bertone, Dean of the Graduate School and Vice Provost for Graduate Studies, who holds the ENGIE-Axium Endowed Dean’s Chair in the Veterinary Clinical Science Department, also at Ohio State. A third internal letter of support was offered by Nicholas Basta, Professor of Soil and Environmental Science and Director of the Environmental Science Graduate Program at Ohio State University.

External letters offering strong support of the nomination were provided by:

- Dr. Timothy J. Buckley, of Carrboro, NC, a staff member of the U.S. Government Environmental Protection Agency and formerly on the faculties of the Ohio State University and Johns Hopkins University Schools of Public Health.
- Steven Grossman, of Bexley, OH, formerly Executive Director of the Ohio Water Development Authority.
- Arlene Blum, of Berkeley, CA, Executive Director of the Green Science Policy Institute.
- David Sedlak, PhD, NAE, of Berkeley, CA, the Plato Malozemoff Professor of Engineering in the Environmental Engineering Program of the University of California at Berkeley.
Mr. Bilott is nominated for his groundbreaking work in environmental law. He has received such notability due to his litigation in a case against DuPont Company in which he uncovered the toxicity of a non-regulated chemical, called Per- and Polyfluoroalkyl substances (PFAS), PFOA or C-8. Mr. Bilott’s work uncovered serious harm to human health inflicted by the release of this chemical into the water supply. About this action, Dr. Blum noted that: “His litigation against DuPont chemical company is considered among the most significant class-action lawsuits in the history of environmental law.”

Mr. Bilott led research in which he linked the use, release and disposal of PFOA or C-8 compound to exposure of individuals in communities in the areas surrounding a plant owned and operated by DuPont Chemical making Teflon and similar products. Dr. Timothy Buckley writes: “Mr. Bilott’s actions brought early and critical public health relief to communities in and around the DuPont facility in Parkersburg, WV. Moreover, the actions required by Mr. Bilott’s litigation provided much of the epidemiologic evidence by which we now understand PFAS exposure and health effects. This epidemiology provides the basis by which public health officials around the world are regulating PFAS.”

Mr. Bilott spent over 20 years on this case, during which time he sorted through hundreds of thousands of pages of documents sent to him by DuPont to unravel the toxicity and exposure, and he compelled 70,000 people in the community to submit blood samples to determine health outcomes from exposure. According to Dr. Linda Weavers, these blood samples and the resulting epidemiological study are unprecedented in public action on environmental impacts of pollutants. Dr. Weavers writes: “They have allowed the scientific community to conclusively state many health effects are related to PFOA. This data was then used in court for the over 3000 clients with these diseases (of the 70,000) to win lawsuits against DuPont. Even more impactful is that he really brought the problems of PFOA to light world-wide.”

Dr. Sedlak wrote: “While Mr. Bilott won class action lawsuits in federal court on behalf of his clients, he has not rested. He continues to litigate on behalf of the public. He has initiated suits related to exposure of millions of Americans to the entire class of PFAS chemicals. His current litigation effort is to have the companies that have produced these compounds pay for research to determine the health outcomes to not only the original compound of litigation, PFOA, but the many other chemicals that make up the class of PFAS. His work is impactful in Ohio, the United States, and globally.”

In his supporting letter, Dr. Nasta adds: “Since then, PFAS has become the environmental contaminant of public health concern of our generation. It is now being studied and
mitigated by all government agencies and industries globally. It is impossible to overestimate the importance that Mr. Bilott has made to expose and now address this global concern.” Dr. Nasta also states that Mr. Bilott’s actions are far beyond the high standards expected of someone practicing law.

The Senate Committee on Honorary Degrees considered the nomination; the seven members of the committee voted unanimously in favor of conferring upon Mr. Bilott the degree of Doctor of Science, *honoris causa*.

We are pleased to submit this nomination and the accompanying supporting materials to the Ohio State University Senate.
Memorandum

December 22, 2020

To: Ohio State University Senate
From: Honorary Degrees Committee
  Caroline S. Wagner, Chair, 2020-2021

Subject: Nomination of Robert Langer for an Honorary Degree

This memorandum summarizes the nomination for an Honorary Degree of Dr. Robert Langer, the David H. Koch Institute Professor at Massachusetts Institute of Technology in Cambridge, Massachusetts. Dr. Langer was nominated for the honor by Dr. Yizhou Dong, Associate Professor of the College of Pharmacy at the Ohio State University. The nomination is supported by a letter from Dr. Henry Mann, Dean and Professor of the College of Pharmacy. Three supporting letters from Ohio State faculty were submitted by Stuart Cooper, Professor of the Department of Chemical and Biomedical Engineering; Arnab Chakravarti, the Klotz Family Chair in Cancer Research at the James Medical Center; and Dehua Pei, Charles H. Kimberley Professor of Chemistry and Biochemistry, College of Arts and Sciences.

Enthusiastic and impressive external letters of support were provided by the following scholars:

- Gordana Vanjak-Novakovic, University Professor and The Mikati Foundation Professor of Biomedical Engineering, Columbia University, New York, New York.
- W. Mark Saltzman, Goizueta Foundation Professor of Chemical and Biomedical Engineering, Yale University, New Haven, Connecticut.
- Marsha A. Moses, Julia Dyckman Andrus Professor of the Department of Surgery, Harvard Medical School, and Director of the Department of Vascular Biology of Children’s Hospital, Boston, Massachusetts.

Dr. Langer has many accomplishments to his name over the course of a highly distinguished career. In a quote from an article in *Nature* magazine noting his many
accomplishments and why he won the Queen Elizabeth Prize for Engineering, the article notes the following facts about Dr. Langer’s career:

- Eliminated or reduced restenosis, one of the major problems in cardiovascular disease treatment, saving and extending the lives of millions of patients each year.
- Led to numerous new treatments for cancer and blindness.
- Led to the first FDA approved skin based on cells using synthetic polymers (e.g. for burn victims or patients with skin ulcers).

Dr. Vunjak-Novakovic notes the following: “Professor Langer is one of the most influential scientists and arguably the most influential engineer of our time. His numerous contributions to biotechnology and medicine are reflected by his >1500 scientific papers and >1400 granted or pending patents. According to Google Scholar, Professor Langer is the most cited engineer in history and tied for 4th most cited individual in any field. He is widely recognized as the pioneer in the fields of drug delivery systems and tissue engineering. During his earlier career, he pioneered the controlled release of macromolecular drugs (e.g., peptides and proteins) by using synthetic polymers.”

Dr. Langer founded two major areas of biomedical engineering: controlled drug release, and tissue engineering. His discoveries have led to novel medical treatments that have profoundly affected the well-being of humanity, according to the supporting letters. Dr. Moses writes: Dr. Langer is “the Father of controlled release drug delivery technologies, has revolutionized this important field of research and, along with it, modern medical practice. The drug delivery systems that he created, validated and shepherded into the clinic are now being used by millions of patients around the world and have resulted in the creation of new and powerful therapies, as well as significantly improved existing ones. Few technologies have impacted medicine as broadly and as significantly as drug delivery systems.”

It is clear that Dr. Langer has humanitarian goals as well as scientific ones. Dr. Vunjak-Novakovic further notes: “Dr Langer has dedicated his life to training others, including the poor and underprivileged, inventing life saving technologies and public service. He has revolutionized biomedical engineering by educating generations of scientists and creating new technologies. Over the four decades of his academic career at MIT, he has trained more biomedical scientists and engineers than anyone else in the country, and
has the largest number of former trainees that are now faculty at the universities all around the world.

Dr. Saltzman finishes his letter with the following statement: “Robert Langer is one of the most innovative and productive scientists of our time, in any discipline. His pioneering work on biomedical materials has set a new standard for biotechnological innovation, and has enabled new therapies that are renewing and extending the quality of life for individuals around the world. He is truly deserving of this honor, and his name is on equal footing with the distinguished honorary degree recipients you have recognized. I recommend him to you without hesitation or reservation.”

The Ohio State University would join over 35 other distinguished universities in bestowing the honor of Honorary Degree on Dr. Robert Langer.

The Senate Committee on Honorary Degrees considered the nomination; the seven members of the committee voted unanimously in favor of passing to the Senate a recommendation to confer upon Dr. Langer the degree of Doctor of Science, *honoris causa*.

We are pleased to submit this nomination and the accompanying supporting materials to the Ohio State University Senate.
## Amended FY2021-25 Capital Investment Plan
### State Appropriations

<table>
<thead>
<tr>
<th>Line</th>
<th>Description</th>
<th>STATE FUNDS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>EHE - Campbell Hall Reno/Addition</td>
<td>$23,760,000</td>
</tr>
<tr>
<td>2</td>
<td>Engineering - BMEC Phase 2</td>
<td>$23,760,000</td>
</tr>
<tr>
<td>3</td>
<td>FOD - Roof Renewal</td>
<td>$4,800,000</td>
</tr>
<tr>
<td>4</td>
<td>FOD - Elevator Renovations</td>
<td>$4,900,000</td>
</tr>
<tr>
<td>5</td>
<td>FAES - Wooster-Fisher Renovation</td>
<td>$6,000,000</td>
</tr>
<tr>
<td>6</td>
<td><strong>Roll-up of Bundled R&amp;R Projects</strong></td>
<td>$15,300,000</td>
</tr>
<tr>
<td>7</td>
<td><strong>Roll-up of Regional Campus Projects</strong></td>
<td>$9,575,286</td>
</tr>
<tr>
<td>8</td>
<td><strong>Total</strong></td>
<td><strong>$88,095,286</strong></td>
</tr>
</tbody>
</table>

*Amount includes $3,025,286 from COTC for joint projects*

**Total Amended FY21 CIP = $4,053**

* In Millions

New Projects to Begin in FY2021: $1,912

State Appropriations: $88

Prior Commitment Remaining Spend: $2,053

1/25/2021
Appendix LVII

BACKGROUND

TOPIC: Approval of amended Fiscal Year 2021 Ohio State Energy Partners Utility System Capital Improvement Projects

CONTEXT: Pursuant to the terms of the First Amended and Restated Long-Term Lease and Concession Agreement for The Ohio State University Utility System dated July 20, 2018, and as amended (the "Agreement"), Ohio State Energy Partners LLC (OSEP) will fund and implement capital improvements to the utility system. Capital investments made by OSEP will be tied to the annual utility fee structure pursuant to the Agreement.

Proposed capital projects are evaluated for alignment with applicable strategic, financial and physical plans, and to ensure continued reliability, safety and compliance.

Approval of these projects will be pursuant to the project scopes, project cost breakdowns, total project costs outlined below, any applicable university directives, applicable project approval request forms, and supporting documentation submitted pursuant to the Agreement.

OSEP capital projects are categorized as one of three types:

1. Life-Cycle Renovations, Repairs and Replacement Projects (LFC): LFC projects primarily cover capital improvements to the existing campus utility system plants and distribution networks.
2. Expansion and Extension Projects (EXP): EXP projects are to expand the capacity of the campus utility systems or to extend the campus utility systems to new campus buildings.
3. Energy Conservation Measure Projects (ECM): ECM projects are specific capital improvements intended to improve the energy efficiency of the buildings, utility plants and utility distribution networks of the Columbus campus.

SUMMARY:

New Hospital – Utility Infrastructure 49-20-EXP

Scope: Construction of utility infrastructure to serve the Wexner Medical Center Inpatient Hospital, including steam, condensate, natural gas, chilled water and electricity. This project also includes relocating the Harding Hospital primary electric service to enable demolition of the North Cannon Garage. The project design costs of $2.074 M were previously approved. Construction approval is now necessary to maintain alignment with the university’s construction schedule for the new hospital.

Construction Cost Request: $ 9.022 M

<table>
<thead>
<tr>
<th>Project Cost Breakdown</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2020 – Design</td>
<td>$0.014 M</td>
</tr>
<tr>
<td>FY 2021 – Design and Construction</td>
<td>$1.583 M</td>
</tr>
<tr>
<td>FY 2022 – Construction</td>
<td>$6.131 M</td>
</tr>
<tr>
<td>FY 2023 – Construction</td>
<td>$2.765 M</td>
</tr>
<tr>
<td>FY 2024 – Construction</td>
<td>$0.603 M</td>
</tr>
<tr>
<td><strong>Total Project Cost</strong></td>
<td><strong>$11.096 M</strong></td>
</tr>
</tbody>
</table>
West Campus Gas Infrastructure 88-21-EXP
Scope: Construction of a natural gas master meter and distribution system to extend service to new facilities west of Kenny Road and south of Lane Avenue, including the Wexner Medical Center Outpatient Care West Campus facility, the Interdisciplinary Research Facility and the Energy Advancement & Innovation Center. Project design costs of $190,000 were previously approved. Approximately $200,000 of construction costs is for work to be performed by Columbia Gas of Ohio. These costs will be excluded from the calculation of the annual OSEP Forecast Utility Fee. Construction approval is now necessary to maintain alignment with the university’s construction schedules for the new buildings.

Construction Cost Request: $1.12 M

<table>
<thead>
<tr>
<th>Project Cost Breakdown</th>
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</thead>
<tbody>
<tr>
<td>FY 2021 – Design</td>
<td>$0.190 M</td>
</tr>
<tr>
<td>FY 2021 – Construction</td>
<td>$0.635 M</td>
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<tr>
<td>FY 2022 – Construction</td>
<td>$0.483 M</td>
</tr>
<tr>
<td><strong>Total Project Cost</strong></td>
<td><strong>$1.308 M</strong></td>
</tr>
</tbody>
</table>

SCCCP HRC #1 – Part 2: New hospital connection 96-21-ECM
Scope: Construction of the connection for the new Wexner Medical Center Inpatient Hospital from the Heat Recovery Chiller (HRC) in the South Campus Central Chilled-water Plant (SCCCP) installed as part of OSEP project 94-21-ECM. Dedicated heating hot water pipes from the SCCCP to the new hospital will cross under 12th Avenue. Project design costs of $645,000 were previously approved. Originally planned to begin July 2021, an opportunity to begin now in coordination with other construction in the area reduces the total project cost by more than $1 M.

Construction Cost Request: $6.72 M

<table>
<thead>
<tr>
<th>Project Cost Breakdown</th>
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<tbody>
<tr>
<td>FY 2021 – Design</td>
<td>$0.645 M</td>
</tr>
<tr>
<td>FY 2022 – Construction</td>
<td>$3.309 M</td>
</tr>
<tr>
<td>FY 2023 – Construction</td>
<td>$3.406 M</td>
</tr>
<tr>
<td><strong>Total Project Cost</strong></td>
<td><strong>$7.360 M</strong></td>
</tr>
</tbody>
</table>

REQUESTED OF THE MASTER PLANNING & FACILITIES AND THE AUDIT, FINANCE & INVESTMENT COMMITTEES: Approval of the resolution.
Project Data Sheet for Board of Trustees Approval

Biomedical and Materials Engineering Complex Phase 2
OSU-210274 (Request #ENG219001)

Project Location: Complex at the corner of Woodruff and College (currently Watts and MacQuigg Laboratories)

- approval requested and amount
  - professional services $9.6M
  - construction w/contingency - demo $4.0M

- project budget
  - professional services $9.6M
  - construction w/contingency - demo $4.0M
  - total project budget $13.6M

- project funding
  - ☒ state funds

- project schedule
  - BoT approval – prof services/ construction (demo) 2/21
  - design 5/21 – 10/22
  - construction – demo 5/22 – 9/22
  - BoT approval – construction 11/22
  - construction 12/22 – 12/24
  - facility opening 4/24

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

- planning framework
  - this project continues the goals and objectives of BMEC Phase 1 by renovating and replacing outdated and unsuitable facilities serving the College of Engineering
  - the incremental approach to delivering phase 2 is informed by a study completed in March 2020
  - this portion of the project is included in the amended FY21 Capital Investment Plan

- project scope
  - the current request allows for the design of all of phase 2 and the demolition of Watts Laboratory which eliminates $5.8M in deferred maintenance
  - the project will renovate MacQuigg Laboratory and replace Watts Laboratory with updated teaching and research labs, collaborative discovery spaces, general pool classrooms, offices and building support spaces

- approval requested
  - approval is requested to enter into professional services and construction contracts

- project team
  - University project manager: Carrie Hyde
  - AE/design architect: TBD
  - General Contractor: TBD
  - CM at Risk: TBD

Office of Administration and Planning
February 2021
Project Data Sheet for Board of Trustees Approval

Elevator Safety Repairs and Replacements
OSU-210268 (Request ID: FOD219004)
Project Location: Columbus Campus

- approval requested and amount
  professional services $0.8M
  construction $4.1M

- project budget
  professional services $0.8M
  construction w/contingency $4.1M
  total project budget $4.9M

- project funding
  ☒ state funds

- project schedule
  BoT prof. services/construction approval 2/21
  design 5/21 – 12/21
  construction 3/22 – 2/23
  facility opening 2/23

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

- planning framework
  - the project is included in the amended FY21 Capital Investment Plan as one of several bundled infrastructure projects which were identified for state funding
  - FOD is responsible for 270 elevators across campus; twelve elevators have been renovated with previous state-funded bundled elevator projects

- project scope
  - the project will replace or renew deficient elevators on the Columbus campus
  - priority locations are University Hall, Smith Laboratory, Goss Laboratory, Dulles Hall, Bevis Hall, Arps Hall, and Pressey Hall

- approval requested
  - approval is requested to enter into professional services and construction contracts

- project team
  University project manager: TBD
  AE: TBD
  General Contractor: TBD
Project Data Sheet for Board of Trustees Approval

James – Halcyon Linear Accelerator
OSU-210243 (CNI# 20000155)

Project Location: James Cancer Hospital

- **approval requested and amount**
  - professional services: $0.2M
  - construction: $5.7M

- **project budget**
  - professional services: $0.2M
  - construction w/contingency: $5.7M
  - total project budget: $5.9M

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

- **project schedule**
  - BoT approval: 2/21
  - design: 4/21 – 07/21
  - construction: 11/21 – 4/22
  - facility opening: 5/22

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

- **planning framework**
  - ☒ this project is included in the FY21 Capital Investment Plan

- **project scope**
  - ☒ the project will renovate currently shelled space to install a new linear accelerator
  - ☐ renovations include HVAC, electrical, IT systems as well as structure support, shielding and site finishes
  - ☒ the project budget includes $4.1M for the purchase of and some installation items for the linear accelerator

- **approval requested**
  - ☒ approval is requested to enter into professional services and construction contracts

- **project team**
  - University project manager: Jeannie Martin
  - AE/design architect: TBD
  - General Contractor: TBD

Office of Administration and Planning
February 2021
Newton Hall Facility Improvements – Renovation and Addition
OSU-180429 (CNI#: 16000002, 16000003)

Project Data Sheet for Board of Trustees Approval

Project Location: Newton Hall

- approval requested and amount
  professional services increase $0.03M
  construction increase $1.1M

- project budget
  professional services $2.7M
  construction w/contingency $22.9M
  total $25.6M

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

- project schedule
  BoT approval – prof services 2/18
  BoT approval – construction 8/19
  design 5/18 – 11/20
  construction 12/20 – 5/22
  facility opening 8/22

- project delivery method
  ☒ construction manager at risk

- planning framework
  o this project is included in the FY18 and the FY19 Capital Investment Plans
  o the project will accommodate student and faculty growth and enable the relocation of College of Nursing groups back to Newton from off-campus leased space

- project scope
  o construct an addition of approximately 35,000 sf to the south that will include flexible classrooms, informal learning spaces and offices
  o renovate existing space including new façade, relocation of existing entryway and plaza, and an updated corridor and wellness space
  o the increase reconciles budget and scope, including a fire alarm system replacement to the existing building

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

- project team
  University project manager: Josh Kranyik
  AE: Meacham & Apel Architects
  CM at Risk: Ruscilli Construction
Project Data Sheet for Board of Trustees Approval

North Residential - HVAC Modifications Phase 2
OSU-110672-07 (Request #SLH210001)

Project Location: Seven residence halls in the North Residential District

- **approval requested and amount**
  - professional services: $1.2M
  - construction: $15.5M

- **project budget**
  - professional services: $1.2M
  - construction w/contingency: $15.5M
  - total project budget: $16.7M

- **project funding**
  - ☒ university funds
  - ☒ auxiliary funds
  - ☐ state funds

- **project schedule**
  - BoT approval – prof serv/construction: 2/21
  - design: 2/21 – 5/21
  - construction: 5/21 – 7/22
  - facility opening: 7/21 and 7/22

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

- **planning framework**
  - the valance units installed with the original project do not maintain required cooling temperatures and are being replaced with fan coil units
  - the project is based on a negotiated resolution with the design builder for the original North Residential District Transformation project
  - the purpose of the project is to install fan coil units in seven residence halls in the North Residential District

- **project scope**
  - the project will install fan coil units in all of the south, east and west facing rooms in seven buildings over the next two summers
  - the project will complete work in Bowen, Busch, Scott and Houston in Summer 2021 and will complete work in Blackburn, Nosker and Torres in Summer 2022.

- **approval requested**
  - approval is requested to amend the FY21 Capital Investment Plan
  - approval is requested to enter into professional services and construction contracts

- **project team**
  - University project manager: Ross Quellhorst
  - AE/ Criteria Design: Monks Engineers
  - Design Builder: Messer Construction
Project Data Sheet for Board of Trustees Approval

Roof Repair and Replacement
OSU-210265 (Request ID: FOD2190000)

Project Location: Columbus Campus

- approval requested and amount
  - professional services: $0.7M
  - construction: $4.1M

- project budget
  - professional services: $0.7M
  - construction w/contingency: $4.1M
  - total project budget: $4.8M

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

- project schedule
  - BoT prof. services/construction approval: 2/21
  - design: 5/21 – 12/21
  - construction: 3/22 – 2/23
  - facility opening: 2/23

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

- planning framework
  - the project is included in the amended FY21 Capital Investment Plan as one of several bundled infrastructure projects which were identified for state funding
  - thirteen roofs have been renovated with previous state-funded bundled roof projects

- project scope
  - the project will replace or renew deficient roofs on the Columbus campus
  - the highest priority is the full replacement of the roof at 1314 Kinnear Road, which has been patched and repaired numerous times
  - any remaining funds will be used to address deficiencies in other roofs as needed

- approval requested
  - approval is requested to enter into professional services construction contracts

- project team
  - University project manager: TBD
  - AE: TBD
  - General Contractor: TBD
Project Data Sheet for Board of Trustees Approval

Vet Med – Equine Performance Evaluation Arena
OSU-210256 (Request ID: VET220001)

Project Location: Midwest Campus – College of Veterinary Medicine

- approval requested and amount
  professional services $0.5M
  construction $4.8M

- project budget
  professional services $0.5M
  construction w/contingency $3.9M
  OSEP/ENGIE scope $0.9M
  total project budget $5.3M

- project funding
  ☐ university debt
  ☒ fundraising
  ☒ university funds
  ☐ auxiliary funds
  ☐ state funds
  ☒ partner funds (OSEP)

- project schedule
  BoT professional services/construction approval 02/21
  design 03/21 – 04/22
  construction 5/22 – 12/22
  facility opening 1/23

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

- planning framework
  o the FY21 Capital Investment Plan will be amended to include this project

- project scope
  o construct a 12,000-sf arena for Equine Sports Medicine and provide a connection to the existing Galbreath Equine Hospital
  o the space will include equine evaluation and treatment areas
  o OSEP/ENGIE scope will be delivered by the project and includes natural gas and electrical work

- approval requested
  o approval is requested to amend the FY21 Capital Investment Plan
  o approval is requested to enter into professional services and construction contracts.

- project team
  University project manager: Josh Kranyik
  AE/design architect: TBD
  CM at Risk: TBD
Project Data Sheet for Board of Trustees Approval

West Campus Infrastructure Phase 1
OSU-200101 (CNI# 19000129)

Project Location: West Campus

- **approval requested and amount**
  - professional services increase - ENGIE scope $0.3M
  - construction increase - ENGIE scope $5.5M

- **project budget**
  - professional services $1.9M
  - construction $15.6M
  - OSEP/ENGIE scope $5.8M
  - total $23.3M

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

- **project schedule**
  - BoT professional services approval 8/19
  - design/bidding 1/20 – 3/21
  - BoT construction approval 2/20
  - construction 5/20 – 4/22

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

- **planning framework**
  - ☒ this project is included in the FY20 Capital Investment Plan

- **project scope**
  - ☒ the project will provide infrastructure to support west campus development, including WMC Outpatient Care West Campus, Energy Advancement and Innovation Center, and the Interdisciplinary Research Facility
  - ☐ improvements include additional vehicular lanes, modified/new intersection signalization, surface parking lots, and internal access roads, as well as sanitary sewer, stormwater and water service extensions
  - ☒ the added OSEP/ENGIE scope includes chilled water, heating hot water, gas, and electric to serve the WMC Outpatient Care West Campus and Interdisciplinary Research Facility

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

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**project team**

- University project manager: Tom Ekegren
- AE/design architect: EMH&T
- General Contractor: George J Igel & Co

Office of Administration and Planning
February 2021

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Project Data Sheet for Board of Trustees Approval

Arts District
OSU-180285 (CNI# 17000142, 18000075)

Project Location: Arts District between 15th and 18th Avenues

- **approval requested and amount**
  - construction increase $3.5M

- **project budget**
  - professional services $16.0M
  - construction w/contingency $147.4M
  - OSEP/ENGIE scope $1.7M
  - total project budget $165.1M

- **project funding**
  - ☒ university debt
  - ☒ fundraising
  - ☒ university funds
  - ☒ partner funds (OSEP)
  - ☐ auxiliary funds
  - ☐ state funds

- **project schedule**
  - BoT approval - prof services 11/17
  - design 5/18 – 7/19
  - BoT approval - construction 5/19
  - construction 6/19 – 12/22
  - facility opening SoM 3/22
  - facility opening DoT 2/23

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

- **planning framework**
  - the project aligns with Framework 2.0 and the Strategic Plan by promoting teaching, learning and creative expression
  - the project was included in the FY18 and FY20 Capital Investment Plans the FY21 Capital Investment Plan will be amended for the amount of the increase

- **project scope**
  - the project, sited between 15th and 18th avenues, envisions high-quality, modern learning environments for interaction across arts disciplines
  - included are new facilities for the School of Music (Timashev Family Music Building) and Department of Theatre, Film, and Media Arts, which will feature a home for the Moving Image Production program

- **approval requested**
  - approval is requested to amend the FY21 Capital Investment Plan
  - approval is requested to increase construction contracts

- **project team**
  - University project manager: Bill Holtz
  - AE/design architect: DLR Group/Westlake Reed Leskosky
  - CM at Risk: Holder Construction Group LLC
Project Data Sheet for Board of Trustees Approval

Martha Morehouse Facility Improvements
OSU-200053 (CNI#:19000137)
Project Location: Martha Morehouse Medical Plaza - Pavilion

- approval requested and amount
  - construction increase $37.0M

- project budget
  - professional services $3.1M
  - construction $38.7M
  - total $41.8M

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

- project schedule
  - BoT approval 8/19
  - design 9/19 – 12/20
  - construction – phase 1 9/20 – 11/21
  - construction – phase 2-7 5/21 – 1/25
  - facility opening (business uninterrupted) 1/25

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

- planning framework
  - o this project is included in the FY20 Capital Investment Plan
  - o project scope is based on a January 2019 study

- project scope
  - o project will renovate over 14 different department areas in seven consecutive phases. Most departments will remain open, temporarily relocating to different areas of the building or off site while their spaces are being renovated. The primary focus will be to coordinate utility shutdowns and organize move transitions to ensure the patient experience is being maintained.
  - o phase 1 construction will renovate the auditorium for ADA compliance, update the existing elevators and add one additional elevator
  - o phases 2-7 will construct an 8,500-sf addition to the north and west, expanding registration, laboratory spaces, and waiting area; and renovate 105,000 sf of existing space including Pulmonary Rehabilitation, urgent care, OSUWMC Preoperative Assessment Center, Comprehensive Weight Management, food service, and patient drop-off/pick-up canopy

- approval requested
  - o approval is requested to increase construction contracts

- project team
  - University project manager: Alexandra Radabaugh
  - AE: BDTAID
  - CM at Risk: Elford
APPREOAL FOR SALE OF REAL PROPERTY
0.48 + ACRES ON FREDERICKSBURG ROAD
WOOSTER, WAYNE COUNTY, OHIO
BOARD BACKGROUND

Background

The Ohio State University College of Food, Agricultural and Environmental Sciences (CFAES) seeks to sell to Larry and Kimberly Huddleston approximately 0.48 acres of land encumbered by an easement, located on Fredericksburg Road, Wooster, Wayne County, Ohio. The land is part of CFAES Schaffter Research Farm and is considered excess and is not required for Research Farm operations.

Location and Description

The subject land is a narrow strip of land that lies between two privately owned residences and is encumbered by an easement for driveway purposes serving one of those adjacent residential parcels. The driveway is not used for access to the primary CFAES Schaffter Research Farm acreage. Access to the Research Farm is through a broader frontage area further south along Fredericksburg Road.

Property History

The property is titled to the State of Ohio. Disposition will require approval from the State of Ohio General Assembly and a lot split. The property is located approximately 1.5 miles southeast of The Ohio State University CFAES Wooster

The proposed buyers purchased the residential property adjacent to the subject land with the beneficial easement in 2019, and now desire to purchase the subject land, which is subject to that easement.

Disposition of Property

Planning, Architecture and Real Estate recommends that the 0.48+ acres of real property be sold under terms and conditions to be negotiated and in the best interest of the university. The proceeds from the sale of the property will benefit a designated CFAES fund.
SALE OF 0.48 ACRES OF REAL PROPERTY
AT CFAES SCHAEFFER RESEARCH FARM
3289 FREDERICKSBURG ROAD
WOOSTER, OHIO 44691

PROPOSED PROPERTY TO SELL
OSU PROPERTY

GRACE L. DRAKE
AG LAB
PROPOSED SITE
Background

The university is undertaking projects along Cannon Drive to construct the new Inpatient Hospital and demolish the North and South Cannon garages. To support the construction, the university must relocate a portion of the existing City of Columbus Franklin Main sanitary sewer, over which the City of Columbus holds a perpetual easement. Amendments to perpetual utility easements must be reviewed and approved by the State of Ohio General Assembly. Because the timelines to obtain assembly approval are unknown at this time, the university granted the City of Columbus a 25-year term easement on the new sewer area in 2020 as an interim step to support timely construction. The city has requested to replace the 25-year term easement with an amended perpetual easement for this line, and Ohio State staff support granting the amendment.

Location and Description

The property impacted by the relocated sewer line and the proposed easement amendment includes Franklin County parcel identification numbers 010-067017 and 010-067007. The property is located within the City of Columbus and lies in the medical center region of the Columbus campus.

The monetary consideration for the proposed amendment is $1.00 as the project directly benefits the university. The easement amendment will decrease the sanitary sewer easement area from 2.415 acres to 2.414 acres. The City of Columbus will be responsible for all sanitary sewer line maintenance and operation within the easement area.

Easement Recommendation

Planning, Architecture and Real Estate (PARE) recommends execution of the perpetual easement amendment under terms and conditions in the best interest of the university. This action is being brought before the Board of Trustees because easements for terms greater than 25 years require board approval.
BACKGROUND

APPROVAL OF A MASTER EQUIPMENT LEASE

In October 2017, Ohio State announced the Digital Flagship initiative—a comprehensive, university-wide digital learning initiative in collaboration with Apple. In line with the strategic plan, Digital Flagship supports educational innovation for students and economic development opportunities for the community. There are three main components:

- **A student-success initiative** to integrate learning technology throughout the university experience, including the distribution of an iPad learning technology suite to new undergraduate students at the Columbus and regional campuses. Since its initiation in summer 2018, more than 37,000 devices have been distributed, reaching nearly 70% of undergraduate students. Next academic year, nearly 95% of undergraduate students will have access to common technology through Digital Flagship.

- **Design labs** serving students, faculty, and staff at all six Ohio State campuses and members of the broader Ohio community. The Mobile Design Lab is a 35-foot bus that has engaged with more than 7,000 participants in 80+ events since its launch in March 2019. The unique hands-on learning opportunities within the space focus on subjects, including mobile app development, coding, digital creativity, enhancing professional skills, taking an app idea to market, and translating technology skills into future career pathways across a wide range of disciplines. Digital Flagship is expanding design lab programming outreach by developing a permanent Design Lab in collaboration with COhatch, a Columbus-based shared work, social and family enterprise. This space will launch in the South Campus Gateway and will host student coding courses, hack-a-thons, pitch nights, start-up gatherings and app development partnerships with local businesses.

- **Opportunities to learn coding skills** to enhance students’ career readiness in the app economy. More than 3,800 students, faculty, staff and alumni have registered for the free online Swift Coding and App Development certificate program since its release in May 2019. This unique program allows all Buckeyes to build digital skillsets and grow their careers at no cost, on their schedule, and with no prior coding knowledge necessary. The program is approved as part of the State of Ohio’s TechCred and IMAP programs that support employers and individuals in digital upskilling to meet industry needs and is also available for a low cost to the general public.

The learning technology suite expected to be provided to new first-year students entering in 2021-22 will include the following bundle as well as apps that support learning and campus life:

- 10.5-inch iPad Air Gen 4 Wi-Fi 64GB
- Apple Pencil 2
- Apple Smart Keyboard for iPad Air Gen 4
- 3-Year AppleCare+ for iPad
- Protective Case

Ohio State obtained a comparable Apple learning technology bundle for the 2020-21 cohort by entering into additional schedules to the Master Lease Agreement with Apple, Inc. This year, the university will finance the cost of the Apple bundle products in an aggregate amount not to exceed $11,700,000 either through additional schedules to the Master Lease Agreement (which provides for four (4) annual lease payments commencing in summer 2021), an equipment lease with a new third-party financing entity, a cash purchase, or any combination thereof. This year’s leased bundle may exclude the protective case as the university is considering acquiring the case under separate procurement. The university will own the devices during students’ undergraduate careers at Ohio State, subject to the rights of the lessor.
Digital Flagship distributes devices to students on all campuses during orientation or at the start of a new student's first semester of enrollment, with opportunities to leverage this technology throughout the orientation and transitionary experiences.

The university has made significant progress on other elements of the Digital Flagship initiative, including:

- **Student technology:** More than 37,000 Ohio State students have received a Digital Flagship student technology package. More than 90% of the distributed iPads are concurrently active (used within any 7-day period) at any given time, and less than 5% of students reported an incident (this includes a damaged/cracked screen).

- **Student Learning:** Since the inception of the initiative, more than 4,000 students have attended Digital Flagship learning events that focus on enhancing study skills, research-based note-taking strategies, time management best practices, explorations in digital creativity and more.

- **Faculty & Staff Engagement:** In under two years, 590 participants across six campuses have received technology and training through Digital Flagship Educators. Program participants represent many dimensions of the university teaching community including faculty, graduate teaching assistants, researchers, program leaders, course coordinators, program directors, academic advisors and extension educators. Participants span across more than 50 departments, all six Ohio State campuses and many county extension offices.

- **App Development:** The "Ohio State: Wellness" app was launched in January 2020. The app supports The Ohio State University's commitment to the safety and wellbeing of our students. The app increases awareness and streamlines navigation of mental health and wellness resources, providing proactive tools to help students develop healthy habits, reduce stigma and help direct a peer in need to support. The app was developed by students, faculty, clinicians and staff as part of the Digital Flagship initiative following recommendations from the Suicide and Mental Health Task Force. Currently available for all Apple and Android devices running iOS 13 or higher, the Wellness app has also been provided to all Digital Flagship iPads. Digital Flagship recently completed the first external app development collaboration with the Central Ohio Transit Authority (COTA), the regional public transit provider serving 1.2 million residents and providing more than 19 million passenger trips annually. Digital Flagship supported COTA in the conception and design of an app to reach their community of drivers, mechanics and more with critical business operations and safety information.
TOPICS: Football Ticket Prices  
Men’s Basketball Ticket Prices  
Golf Course Membership Dues and Daily Green Fees

CONTEXT: The Ohio State University Department of Athletics continues to be one of a very limited number of self-sustaining athletics programs in the nation. Currently, the Department of Athletics funds more than 1,000 student-athletes in successful endeavors of academic achievement and athletics competitions, as well as personal and professional development, with a Graduation Success Rate of 87% and a career placement rate of 91%. The Department of Athletics transfers approximately $52 million annually to the university for contributions, and payments for goods and services provided to the department, which includes $29 million for grant-in-aid.

The Department of Athletics first introduced premier-game pricing in 2013, and beginning with the 2016 season for football, and the 2017-2018 season for men’s basketball, adopted a completely variable pricing model for all individual game tickets while implementing discounts for public and faculty & staff season ticket purchasers. These pricing strategies have been successful in regard to matching pricing to market and in positive feedback received from fans about the variable pricing for games. The Athletic Council and university administrators recommend continuation of these pricing guidelines. Additionally, while golf course membership dues and daily green fees will remain at current levels, an increased initiation fee for new members is necessary to meet increased costs and remain financially stable for FY2022.

RECOMMENDATION:

For Football tickets:

- For FY2022, maintain the current configuration of scaling the stadium seating at two price zones, and assign the individual game and season ticket pricing for the 2021 football season as indicated in the attached table, which reflects no season ticket price increase since the 2019 season.
- For FY2023, expand the configuration of scaling the stadium seating from two price zones to six price zones, and assign the individual game and season ticket pricing for the 2022 football season as indicated in the attached table.

For Men’s Basketball tickets:

- For FY2022, price the individual games according to exhibition, non-conference, conference or premier opponent categorization, with a maximum of five games categorized as premier.
- Assign the individual game and season ticket pricing for the 2021-2022 men’s basketball season as indicated in the following table, which reflects no increase from the 2020-2021 season.

For Golf Course Membership Dues and Green Fees:

- For the 2021 calendar year (FY2022), increase the initiation fee for new members to $3,000 and maintain membership dues and daily green fees at current levels 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 in 2013.
- Season ticket discounts off the aggregate individual game prices for public, faculty and staff will remain, and the student ticket price of $34 per game remains unchanged since the 2013 season.

<table>
<thead>
<tr>
<th>Opponent</th>
<th>Zone 1</th>
<th>Zone 2</th>
<th>Zone 3</th>
<th>Zone 4</th>
<th>Zone 5</th>
<th>Zone 6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oregon</td>
<td>$ 160</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tulsa</td>
<td>$ 63</td>
<td>$ 88</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Akron</td>
<td>$ 66</td>
<td></td>
<td>$ 91</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purdue</td>
<td>$ 90</td>
<td></td>
<td>$ 115</td>
<td></td>
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</tr>
<tr>
<td>Michigan State</td>
<td>$ 144</td>
<td></td>
<td>$ 169</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maryland</td>
<td>$ 90</td>
<td></td>
<td>$ 115</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Penn State</td>
<td>$ 210</td>
<td></td>
<td>$ 235</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Season Ticket (Public)</td>
<td>$ 702</td>
<td></td>
<td>$ 851</td>
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</tr>
<tr>
<td>Season Ticket (Faculty/Staff)</td>
<td>$ 659</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Season Ticket (Student)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$ 238</td>
</tr>
</tbody>
</table>

- For FY2023, the scaling of stadium seating will be expanded to six price zones, with three zones increasing in price, two zones reducing in price, and one zone remaining static.

<table>
<thead>
<tr>
<th>Opponent</th>
<th>Zone 1</th>
<th>Zone 2</th>
<th>Zone 3</th>
<th>Zone 4</th>
<th>Zone 5</th>
<th>Zone 6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Notre Dame</td>
<td>$ 298</td>
<td>$ 267</td>
<td>$ 236</td>
<td>$ 205</td>
<td>$ 185</td>
<td>$ 164</td>
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<tr>
<td>Arkansas State</td>
<td>$ 92</td>
<td>$ 82</td>
<td>$ 73</td>
<td>$ 63</td>
<td>$ 57</td>
<td>$ 51</td>
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<tr>
<td>Toledo</td>
<td>$ 102</td>
<td>$ 91</td>
<td>$ 81</td>
<td>$ 70</td>
<td>$ 63</td>
<td>$ 56</td>
</tr>
<tr>
<td>Rutgers</td>
<td>$ 116</td>
<td>$ 104</td>
<td>$ 92</td>
<td>$ 80</td>
<td>$ 72</td>
<td>$ 64</td>
</tr>
<tr>
<td>Iowa</td>
<td>$ 218</td>
<td>$ 195</td>
<td>$ 173</td>
<td>$ 150</td>
<td>$ 135</td>
<td>$ 120</td>
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<tr>
<td>Indiana</td>
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<td>$ 117</td>
<td>$ 104</td>
<td>$ 90</td>
<td>$ 81</td>
<td>$ 72</td>
</tr>
<tr>
<td>Wisconsin</td>
<td>$ 232</td>
<td>$ 208</td>
<td>$ 184</td>
<td>$ 160</td>
<td>$ 144</td>
<td>$ 128</td>
</tr>
<tr>
<td>Michigan</td>
<td>$ 319</td>
<td>$ 286</td>
<td>$ 253</td>
<td>$ 220</td>
<td>$ 198</td>
<td>$ 176</td>
</tr>
<tr>
<td>Season Ticket (Public)</td>
<td>$ 1,287</td>
<td>$ 1,151</td>
<td>$ 1,022</td>
<td>$ 885</td>
<td>$ 799</td>
<td>$ 710</td>
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<tr>
<td>Season Ticket (Faculty/Staff)</td>
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<td>$ 921</td>
<td>$ 818</td>
<td>$ 709</td>
<td>$ 638</td>
<td>$ 569</td>
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<tr>
<td>Season Ticket (Student)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$ 272</td>
</tr>
</tbody>
</table>
Men’s Basketball 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 in 2013.
- Season ticket discounts off the aggregate individual game prices for public, faculty and staff will remain, and the student ticket price of $9 per game remains unchanged.
- A maximum of five games per year are designated as premier.

<table>
<thead>
<tr>
<th>Opponent Category</th>
<th>Zone 1</th>
<th>Zone 2</th>
<th>Zone 3</th>
<th>Zone 4</th>
<th>Zone 5</th>
<th>Zone 6</th>
<th>Student</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exhibition</td>
<td>$10</td>
<td>$10</td>
<td>$10</td>
<td>$10</td>
<td>$5</td>
<td>$9</td>
<td></td>
</tr>
<tr>
<td>Non-Conference</td>
<td>$28</td>
<td>$25</td>
<td>$20</td>
<td>$13</td>
<td>$11</td>
<td>$7</td>
<td>$9</td>
</tr>
<tr>
<td>Conference</td>
<td>$46</td>
<td>$43</td>
<td>$38</td>
<td>$29</td>
<td>$20</td>
<td>$11</td>
<td>$9</td>
</tr>
<tr>
<td>Premier</td>
<td>$59</td>
<td>$55</td>
<td>$49</td>
<td>$36</td>
<td>$25</td>
<td>$16</td>
<td>$9</td>
</tr>
<tr>
<td>Season Ticket (Public)</td>
<td>$670</td>
<td>$616</td>
<td>$540</td>
<td>$394</td>
<td>$284</td>
<td></td>
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<tr>
<td>Season Ticket (Faculty/Staff)</td>
<td>$612</td>
<td>$561</td>
<td>$489</td>
<td>$361</td>
<td>$255</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Golf Course Membership Dues and Green Fees:

- Due to reduced levels of service and amenities afforded to members in the 2020 calendar year as a result of the COVID-19 pandemic, the club is proposing no increase to membership dues or daily fees.
- The club seeks to increase the initiation fee for new members from $1,000 to $3,000. The club has approximately 250 individuals on the waiting list, and feels the increase of the initiation fee is warranted. The initiation fee would not apply to students, would be payable upon membership acceptance into the club, and would be allocated to the capital reserve account for deferred maintenance and future projects.
- 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>Golf Course Membership Dues/Green Fees – 2021 Calendar Year (FY2022)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Category / Affiliation</strong></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Student</td>
</tr>
<tr>
<td>Faculty / Staff</td>
</tr>
<tr>
<td>With Spouse</td>
</tr>
<tr>
<td>Full Family</td>
</tr>
<tr>
<td>Alumni / Buckeye Club</td>
</tr>
<tr>
<td>With Spouse</td>
</tr>
<tr>
<td>Full Family</td>
</tr>
<tr>
<td>Young Professional (21-26yo)</td>
</tr>
<tr>
<td>With Spouse</td>
</tr>
<tr>
<td>Young Professional (27-32yo)</td>
</tr>
<tr>
<td>With Spouse</td>
</tr>
</tbody>
</table>

REQUESTED OF AUDIT, FINANCE & INVESTMENT COMMITTEE: Approval
### Establishment of Named Endowed Professorship (University)

**Urban and Shelley Meyer Professorship in Cancer**

Established February 25, 2021, with a fund transfer by The Ohio State University Comprehensive Cancer Center – Arthur G. James Cancer Hospital and Richard J. Solove Research Institute (OSUCCC – James) of gifts from The Urban F. Meyer III and Shelley M. Meyer Fund for Cancer Research; used to support a professorship position in the OSUCCC – James whose objective is to advance cancer research through innovative ideas, novel therapies, state-of-the-art technology, basic and translational research, and other initiatives to more quickly improve patient treatments and outcomes.

<table>
<thead>
<tr>
<th>Amount</th>
<th>Total Commitment</th>
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<tbody>
<tr>
<td>Establishing Endowment*</td>
<td>$1,000,000.00</td>
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<tr>
<td>Total Commitment</td>
<td>$1,000,000.00</td>
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</tbody>
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### Establishment of Named Endowed Fund (University)

**Keith B. Key Buckeye Social Entrepreneurship Program Investment Quasi-Endowed Fund**

Established February 25, 2021, with a fund transfer by the Office of Student Life to honor Keith B. Key (BS 1989) and to inspire other donors to support investment in student-run, social entrepreneurship start-ups; directed to the Ohio State Innovation Foundation (OSIF) for support of student-run, social entrepreneurship start-ups. If OSIF no longer exists, used to support student social entrepreneurship activities and leadership development.

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<tr>
<th>Amount</th>
<th>Total Commitment</th>
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<tbody>
<tr>
<td>Establishing Endowment*</td>
<td>$500,000.00</td>
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<tr>
<td>Total Commitment</td>
<td>$500,000.00</td>
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</tbody>
</table>

### Change in Name and Description of Named Endowed Fund (University)

**From:** The Dr. William E. Hunt Fund in Neurosurgery  
**To:** The William E. and Charlotte Curtis Hunt Faculty Support Fund in Neurosurgery

### Change in Description of Named Endowed Fund (University)

**The Andrew Hendrickson Scholarship Fund in Adult Education**

**The David Z. Saylor Memorial Award**

**The Robert E. Taylor Graduate Fellowship Fund**

### Closure of Named Endowed Fund (University)

**The Glen F. Aukerman M.D. Integrative Medicine Endowed Fund in Family Medicine**

### Establishment of Named Endowed Chair (Foundation)

**Bob Frick Research Chair in Heart Failure and Arrhythmia**

Established February 25, 2021, 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 Heart & Lung Research Institute whose research efforts support the work within the Bob and Corrine Frick Center for Heart Failure and Arrhythmia.

<table>
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<th>Amount</th>
<th>Total Commitment</th>
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<tbody>
<tr>
<td>Establishing Endowment*</td>
<td>$2,000,000.00</td>
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<tr>
<td>Total Commitment</td>
<td>$2,000,000.00</td>
</tr>
</tbody>
</table>
The Daley Family Endowed Fund
Established February 25, 2021, with gifts from Clayton C. Daley Jr. (BA 1973, MBA 1974); used to support the Max M. Fisher College of Business at the discretion of the highest ranking official in the college to support the development of leadership skills for the advancement of innovation and entrepreneurship in students of the college.

Clyde Ramsay Endowed Scholarship Fund
Established February 25, 2021, with an estate gift from Clyde M. Ramsay Jr. (BS 1965); used to provide one or more scholarship(s) to students who are enrolled in the Max M. Fisher College of Business and are from Gallia County, Ohio. If there are no eligible students from Gallia County, Ohio, scholarship(s) shall be open to students from one of the following Ohio counties: Adams, Athens, Belmont, Guernsey, Harrison, Hocking, Jackson, Jefferson, Lawrence, Meigs, Monroe, Morgan, Muskingum, Noble, Perry, Pike, Ross, Scioto, Vinton, Washington. Candidates must demonstrate financial need and have a minimum 2.75 grade point average.

Equine Performance Evaluation Arena Operational Fund
Established February 25, 2021, with gifts from Beth B. Jones; used to support operational expenses of the Equine Performance Evaluation Arena including, but not limited to utilities, maintenance, and other operational costs.

The Michael B. Cadwell Endowed Scholarship Fund
Established February 25, 2021, with gifts from the Austin E. Knowlton Foundation Inc.; used to provide one or more scholarships to undergraduate or graduate students who are studying in the Austin E. Knowlton School of Architecture. Candidates must be active participants in an organization recognized by the University that is open to all but whose mission seeks to advance the needs of students historically underrepresented in higher education.

Dr. Lawrence J. Pfeil Endowed Fund in Endodontics
Established February 25, 2021, with an estate gift from Dr. Lawrence John Pfeil (BS 1965, DDS 1970); used to support the Division of Endodontics in the College of Dentistry.

Mason Scholars Program Fund
Established February 25, 2021, with a gift from Robert G. Mason (BS 1962); used to provide non-renewable support for undergraduate students who are enrolled in the College of Social Work, demonstrate financial need, and have high academic achievement. Preference shall be given to students who are engaged in activities that promote a more diverse and inclusive community within the University. Recipients, known as Mason Scholars, should manifest volunteerism and leadership. If no students meet the selection criteria, support shall be open to all undergraduate students who are enrolled in the college and are in good academic standing.

The Marilyn Peyton Miller Scholarship Fund for Hearing Impaired Students
Established February 25, 2021, with an estate gift from Marilyn Peyton Miller (BA 1972) in loving memory of Elsie I. Bell; used to provide academic support to students matriculated at The Ohio State University who are hearing impaired, regardless of their chosen field of study.
The Marilyn Peyton Miller Fund for Teaching the Hearing Impaired
Established February 25, 2021, with an estate gift from Marilyn Peyton Miller (BA 1972) in loving memory of Elsie I. Bell; used to support education students in the Hearing Impairment Intervention Specialist program in the College of Education and Human Ecology by providing curriculum development, grants, student teaching support, or other activities which promote the ability of education majors matriculated at The Ohio State University to teach hearing impaired students at all ages and grade levels.

$187,502.61

The Center for Foodborne Illness Research & Prevention Endowment Fund
Established February 25, 2021, with gifts from friends and colleagues of the Department of Food Science and Technology; used to support the Department of Food Science and Technology’s Center for Foodborne Illness Research & Prevention. Expenditures may include, but are not limited to, research, programming, staffing, travel, and graduate student support.

$175,237.89

The Tom W. Davis Men’s Ice Hockey Scholarship Fund
Established February 25, 2021, with a gift from Tom W. Davis; 90% used to supplement the grant-in-aid costs for undergraduate student-athletes who are members of the men’s ice hockey team. Support is renewable as long as recipients meet the selection criteria. 10% reinvested in the endowment principal.

$150,000.00

The Tom W. Davis Men’s Soccer Scholarship Fund
Established February 25, 2021, with a gift from Tom W. Davis; 90% used to supplement the grant-in-aid costs for undergraduate student-athletes who are members of the men’s soccer team. Support is renewable as long as recipients meet the selection criteria. 10% reinvested in the endowment principal.

$150,000.00

Burggraf Endowed Graduate Support Fund
Established February 25, 2021, with gifts from Lisa A. McCauley (BS 1979, MS 2007) given to honor the legacy of Professor Odus R. Burggraf (BAE 1952, MS 1952); used to support PhD students who are enrolled in the College of Engineering and majoring in the Department of Mechanical and Aerospace Engineering. Candidates must be in good academic standing and consideration should be given to financial need. First preference shall be given to a qualified student in the Aerospace Engineering program, but should that not be possible, this requirement may be relaxed to include a student whose research and career aspirations are focused on aerospace. Preference shall be given to candidates who are members of organizations that are open to all that seek to advance the needs of women in engineering, but this should not be a limiting factor in selecting recipients. The donor desires that when awarding this scholarship special consideration be given to students who are United States citizens or permanent residents. Support is renewable for up to five years as long as recipients continue to meet the selection criteria. If at any time, the aerospace engineering program ceases to exist, support will be open to graduate students who are enrolled in the college and are members of organizations that are open to all that seek to advance the needs of women in engineering whose research is as nearly aligned with the field of aerospace engineering as possible. 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.

$132,267.00
Ratmir Timashev and Angela Timasheva Arts and Sciences Scholarship Fund
Established February 25, 2021, with gifts from the Timashev Family Foundation; used to provide support to students who are enrolled in the College of Arts and Sciences.

$125,000.00 $750,000.00

Jim and Susy Eck Sciences Scholarship Fund
Established February 25, 2021, with gifts from James John Eck (BS 1967) and Susan Parker Eck; used to provide one or more scholarship(s) to undergraduate students who are majoring in physics, chemistry, biological sciences or mathematics and maintain a minimum 3.0 grade point average. Candidates must be Ohio residents who graduated from a high school in Ohio and demonstrate financial need. If no students meet the selection criteria, the scholarship(s) will be open to all undergraduate students who are majoring in physics, chemistry, biological sciences or mathematics.

$120,000.00 $120,000.00

Lori Ann Reigert ’99 Gateway to Success Fund
Established February 25, 2021, with gifts from John L. Reigert and Eileen C. Reigert; used to support improving and maintaining the Lori Ann Reigert ’99 Gateway to Success outside of the Office of Academic Affairs in the College of Education and Human Ecology. Expenditures may include but are not limited to fresh paint, new furniture, and other necessary improvements.

$114,000.00 $114,000.00

Douglas Herr and Jane Maliszewski Endowed Scholarship Fund
Established February 25, 2021, with gifts from Douglas E. Herr and Jane F. Maliszewski; used to provide one or more scholarship(s) to incoming or current engineering students who are majoring or plan to major in industrial and systems engineering or environmental engineering and are not from the state of Ohio. Scholarships are renewable as long as recipients remain in good academic standing with a major in the College of Engineering. If no students meet the selection criteria, scholarship(s) will be open to all incoming or current engineering students.

$110,000.00 $110,000.00

Judson W. Pickard & Family Scholarship Fund
Established February 25, 2021, with a gift from Judson W. Pickard, Jr. Foundation; used to provide one or more scholarship(s) to students who are involved with the Todd Anthony Bell National Resource Center for the African American Male and/or the Young Scholars Program or their successors. If no students meet the selection criteria, the scholarship(s) will be open to all students.

$110,000.00 $110,000.00

Ardith E. Nolte Memorial Nursing Scholarship Fund
Established February 25, 2021, with a gift from Dr. Byron Henry Nolte (PhD 1971); used to provide one or more tuition and fees scholarship(s) to students who are enrolled in the pre-licensure Bachelor of Science degree program in the College of Nursing. Candidates must have a minimum 2.75 grade point average and a demonstrated passion for helping people. Preference shall be given to candidates who demonstrate financial need.

$103,201.00 $103,201.00

Brian Chiou Memorial Fund for Students in Recovery
Established February 25, 2021, with gifts from Sophia Chiou; used to provide one or more scholarships for students in recovery and supports student programs to promote addiction-free living.

$102,169.00 $102,169.00
Misinec/Hodun Faculty Endowed Fund
Established February 25, 2021, with a gift from Joyce Annette Misinec (BS 1982) and Anthony Leonard Hodun; used to support professional and personal growth of non-tenured/junior faculty members in the Department of Integrated Systems Engineering. Expenditures may include, but are not limited to, travel expenses, conference registration, childcare needs while traveling, or other expenses related to professional development and onboarding. Professional development and onboarding opportunities include, but are not limited to, leadership trainings, professional coaching services, career mapping, and counseling. Should there be no faculty that meets the criteria above, or in years with no new faculty hires, the annual distribution may be used to support any faculty members within the department.

Jeff and Jane Cox Scholarship Fund
Established February 25, 2021, with gifts from Jeffrey C. Cox (BS 1983) and Jane E. Cox (BS 1985); used to provide one or more scholarships to undergraduate students who are enrolled in the College of Food, Agricultural, and Environmental Sciences, are members of the Alpha Gamma Sigma Fraternity, and have a minimum 3.0 grade point average. Preference shall be given to students who are involved in leadership positions in one or more student organizations recognized by The Ohio State University, have work experience or volunteer in community service. If the Alpha Gamma Sigma Fraternity ceases to exist, the fund shall provide one or more scholarships to undergraduate students who have a minimum 3.0 grade point average, are involved in leadership positions in one or more student organizations recognized by the University, have work experience or volunteer in community service and are enrolled in either the College of Food, Agricultural, and Environmental Sciences or the College of Nursing. If no students meet the selection criteria, the scholarship(s) will be open to all students enrolled in either college.

The Overly Fedorchak Scholarship Support Fund for Field Hockey
Established February 25, 2021, with gifts from Dr. Arlene Marie Fedorchak (MD 1987) and Niles C. Overly; used to supplement the grant-in-aid costs of undergraduate student-athletes who are members of the women’s field hockey team. Candidates must be declared pre-med as an academic interest or be majoring in engineering. If no students meet the selection criteria, scholarships will be open to all undergraduate student-athletes who are members of any women’s varsity sport team.

Tim and Karen Corcoran Leadership Scholars Fund
Established February 25, 2021, with a gift from Timothy Joseph Corcoran (BS 1980) and Karen Watkins Corcoran (BS 1980); used to support students in becoming our future leaders. Preference shall be given to students who are focusing their studies on the agricultural sector within the College of Food, Agricultural, and Environmental Sciences and need to develop or broaden their leadership skills. Further preference shall be given to students from Ross, Pike or Scioto Counties, Ohio. Support shall include, but not be limited to, scholarships, professional development, networking opportunities with industry leaders, workshop or conference expenses, and other programmatic initiatives to enhance student growth and success as future contributors and leaders.
The Eisenberg Family Football Scholarship Endowment Fund
Established February 25, 2021, with gifts from Brian M. Eisenberg (BA 1992); used to supplement the grant-in-aid costs of undergraduate student-athletes on the football team with preference given to candidates who walked-on to the football team.

$100,000.00 $150,000.00

Dr. William K. Fox and Dr. Lisa M. Fox Endowed Scholarship Fund
Established February 25, 2021, with gifts from Kathleen E. Norton Fox (ASC 1978); used to provide one or more scholarship(s) to second, third, or fourth-year DVM students who graduated from a high school in the state of Ohio. First preference shall be given to students who have an interest in integrated or holistic medicine. 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 $100,000.00

Bertha Lamme Endowed Scholarship Fund in Engineering
Established February 25, 2021, with a grant from the Bruce and Judy Lavash Charitable Fund, a donor-advised fund, recommended by Bruce William Lavash (BS 1977, MS 1978) and Judith Kay Lavash to inspire the next generation of women in engineering; used to provide one or more scholarship(s) to incoming or current engineering students with preference given to candidates that are members of Women in Engineering (or successor) or any organization recognized by the University that is open to all but whose mission seeks to advance the needs of women. Special consideration shall be given to candidates who are first-generation college students or first in their families to study engineering. It is the donors’ desire to provide as significant financial support as possible to one eligible recipient. Any remaining distribution shall be used to provide as significant financial support as possible to additional eligible recipients. Scholarships are renewable as long as recipients remain in good academic standing with a major in the college.

$100,000.00 $100,000.00

Kristine J. McComis Support Fund for the Hospital for Companion Animals
Established February 25, 2021, with gifts given in memory of Kristine J. McComis (MA 1992) from her mother, June E. McComis, and aunt, Janet K. Anderson; used at the discretion of the highest ranking official of the College of Veterinary Medicine or his/her designee for the greatest need(s) for the Hospital for Companion Animals.

$100,000.00 (as of 1/15/21) $100,000.00

Dorothy Long Miller 4-H Leadership Camp Fund
Established February 25, 2021, with gifts from Dorothy L. Miller (BS 1951); used to supports youth attending the Ohio 4-H Leadership Camp with preference given to at least two youth from Crawford County, Ohio. If the 4-H Leadership Camp ceases to exist, the annual distribution shall be used to enable access to 4-H programming with an emphasis on youth leadership development.

$100,000.00 $100,000.00

Linda Hanesworth Pickering Fund for the Arts
Established February 25, 2021, with gifts from Christopher H. Pickering (BA 1990) and Holly Pickering; used to provide support to one or more undergraduate or graduate students who are enrolled in the College of Arts and Sciences and are studying art with a preference for a ceramic emphasis. Candidates must demonstrate financial need. If no students meet the selection criteria, the annual distribution will first be used to support students who are studying in the Department of Art and second to support all students who are enrolled in the college.

$100,000.00 $100,000.00
The David Rolsten First-Generation Endowed Fund at Ohio State Lima
Established February 25, 2021, with a gift from Dr. David Matthew Rolsten (BS 1977, DDS 1981); used to provide one or more scholarship(s) to first-generation college students who are enrolled in The Ohio State University at Lima and maintain a minimum 2.5 grade point average. Preference shall be given to candidates who are members of the Generation One Learning Community at Ohio State Lima or similar student success programs. If no students meet the selection criteria, the scholarship(s) will be open to all students who are enrolled in Ohio State Lima, demonstrate financial need, and maintain a minimum 2.5 grade point average.

$100,000.00

Rupp International Service Learning Travel Fund for Student-Athletes
Established February 25, 2021, with gifts from Suzanne R. Rupp (AA 1993, BS 1994) and Rodney J. Rupp; used to support operational costs for programs that provide international, service-learning/mission-focused experiences for student-athletes, including but not limited to Bucks Go International. Programs may be managed by the Department of Athletics or by the University, in conjunction with the department. If no programs can be identified, may be used to support student-athletes.

$100,000.00

The Schmidt Family Endowed Scholarship Fund
Established February 25, 2021, with a gift from Dr. Douglas Robert Schmidt (BS 1978, DVM 1989) and Marguerite M. Schmidt (BS 1979); used to provide one or more scholarships to DVM students who are enrolled in the College of Veterinary Medicine. First preference shall be given to candidates who are or have been a caregiver to a minor. Second preference shall be given to candidates who are from Ohio or Pennsylvania.

$100,000.00

Hagop Mekhjian MD Medical Fellow Award Fund
Established February 25, 2021, with gifts from alumni and friends of gastroenterology; used to support a fellow award in the Division of Gastroenterology, Hepatology and Nutrition to support the activities of postdoctoral or medical fellow(s) or of physician(s) in residency training. Funds may be used towards salary and benefits or be allocated toward the awardee’s research, education and training expenses. May be combined with other funding to cover the fellow’s salary and benefits in a given year(s) at the discretion of the division director.

$69,404.40

Fred C. and E. Maxine Moose Bruhns Scholarship Fund for Study in the Middle East
Established February 25, 2021, with an estate gift from E. Maxine Bruhns (BA 1946); used to support educational diversity at the University, consistent with the University’s mission and admission policy. It is the donor’s desire that the scholarships be awarded in furtherance of the diversity mission with particular attention to, but not limited to, students who are United States citizens or permanent residents, who have been accepted for admissions at the University. Candidates must have taken courses in Arabic or Farsi or be fluent in either language and be working toward an undergraduate or graduate major or minor in international studies with thematic and area studies in the Middle East. Qualified candidates must be full-time students planning to return to the University for at least two academic terms immediately following their study abroad experience.

$68,203.76
Jason Kelly and Heather Shugars Kelly Scholarship Fund  
Established February 25, 2021, with gifts from Jason C. Kelly (BS 1994) and Heather Shugars Kelly (BS 1995) and matching gifts from PricewaterhouseCoopers, United Way Worldwide and United Way Worldwide - PwC.; used to provide one or more renewable scholarships to students who are enrolled in the Max M. Fisher College of Business and demonstrate financial need. Preference shall be given to candidates who graduated from a high school in Paulding or Jefferson Counties, Ohio and are majoring in accounting. If no students meet the selection criteria, the scholarship(s) will be open to all students who are enrolled in the college.  
$60,000.00  $60,000.00

David G. Stroud International Scholar Fund  
Established February 25, 2021, with a gift from Dr. Timothy T. Xia (MS 1986, PhD 1990); used to provide support to students studying physics or junior faculty members in physics who seek educational and/or professional experiences such as study abroad, conference attendance or other similar opportunities.  
$60,000.00  $100,000.00

The Jeffrey G. Gunter Cheerleading Scholarship Fund  
Established February 25, 2021, with a gift from Jeffrey G. Gunter (BS 1984) from Worthington, Ohio; used to supplement the grant-in-aid costs of a student-athlete who is a member of the cheerleading squad.  
$55,575.00  $55,575.00

The Charline and Huber Buehrer ’51 Endowed Scholarship Fund  
Established February 25, 2021, with gifts from the Buehrer family and the staff and partners of Buehrer Group Architecture & Engineering, Inc.; used to provides scholarships to undergraduate students who are studying Architecture and demonstrate academic excellence. Candidates must have graduated from a high school in one of the following Ohio counties: Allen, Auglaize, Defiance, Erie, Fulton, Hancock, Hardin, Henry, Huron, Lucas, Mercer, Ottawa, Paulding, Putnam, Sandusky, Seneca, Van Wert, Williams, or Wood. All students meeting the above criteria will be equally eligible to receive this scholarship, without consideration of students’ membership in any particular racial, ethnic, or religious group. If no students meet the selection criteria in a five-year period, the scholarship(s) will be open to all students who are enrolled in the Austin E. Knowlton School of Architecture in the College of Engineering who demonstrate academic excellence and financial need.  
$51,250.00  $51,250.00

OSU Families with Crohn’s and Colitis Endowment Fund  
Established February 25, 2021, with initial gifts from the family of Michael A. Moses; additional gifts from Moses Law Office, LLC; proceeds from the Belly Laughs event; and contributions from other interested donors and grateful patient families; used to support medical research on Crohn’s disease and ulcerative colitis being performed in the Division of Gastroenterology, Hepatology and Nutrition; College of Medicine.  
$50,297.94  $50,297.94

The Prof. David L. (Dave) Eichelberger and brother Donald E. Eichelberger Accounting Scholarship Endowed Fund  
Established February 25, 2021, with gifts from David Lee Eichelberger (MA 1972) given in honor and memory of his brother, Donald E. Eichelberger (BS 1971, MS 1973); used to provide scholarship support to students who are enrolled in the Max M. Fisher College of Business, are pursuing either a bachelor or graduate degree in accounting, and have an interest in teaching accounting as a full-time, part-time, or adjunct instructor in a college or university. Preference shall be given to students who are members of IMA® (Institute of Management Accountants) or its successor.  
$50,083.00  $50,083.00
Anne & Thomas Burns Pharmacy Endowed Scholarship Fund
Established February 25, 2021, with gifts from Anne L. Burns (BS 1980) and Thomas J. Burns (BA 1980, BS 1986); used to provide one or more scholarships to professional/doctoral students who are enrolled in the College of Pharmacy. The donors desire that when awarding this scholarship special consideration be given for students who have overcome substantial educational or economic obstacles.

Mancy Family Hospitality Management Scholarship Fund
Established February 25, 2021, with gifts from Gus J. Mancy (BS 1986) and Michael G. Mancy (BS 1989); used to provide one or more scholarships to recruit students who are majoring in hospitality management with preference given to candidates from northwest Ohio and southeast Michigan.

Laura L. and Michael R. Nelson Scholarship Fund in the Arts and Sciences
Established February 25, 2021, with gifts from Michael R. Nelson (BA 1983); used to support students who are enrolled in the College of Arts and Sciences, hold a minimum 3.3 grade point average, and show community involvement through volunteering and leadership activities. Preference shall be given to candidates who are not eligible for the federal Pell grant (or its successor) and whose major is in the social and behavioral sciences, particularly political science. If no students meet the selection criteria, the scholarship(s) will be open to all students enrolled in the college.

The Roy S. Rogers III, MD and Susan Hudson Rogers Endowed Scholarship Fund in The Ohio State University College of Medicine
Established February 25, 2021, with gifts from Dr. Roy S. Rogers III (MD 1966) and Susan Hudson Rogers; used to provide renewable scholarships to one or more students who are enrolled in the College of Medicine.

The Kuhl Stubbs Endowed Fund in Agricultural Communications, Education and Leadership
Established February 25, 2021, with gifts from Diana K. Stubbs (BS 1982) and James R. Stubbs; used to provide one or more scholarships to students enrolled in the College of Food, Agricultural, and Environmental Sciences. The donors desire that when awarding this scholarship special consideration be given to students who are members of an organization recognized by the University that is open to all, but whose mission seeks to increase the number of females in agricultural fields. First preference shall be given to candidates whose major is in the Department of Agricultural Communications, Education and Leadership. If no students meet the selection criteria, the scholarship(s) will be open to all students enrolled in the college with special consideration be given to students who are members of an organization recognized by the University that is open to all, but whose mission seeks to increase the number of females in agricultural fields.
Barringer Endowment Fund
Established February 25, 2021, with gifts from Daniel L. Barringer and Dr. Sheryl A. Barringer; used at the discretion of the highest ranking official in the College of Food, Agricultural, and Environmental Sciences or his/her designee. Should the gifted endowment principal balance reach the minimum funding level required at that date for a restricted endowment, the fund name shall be revised to the Barringer Food Science & Technology Student Support Fund. Thereafter, the fund shall provide support to students who are enrolled in the college and studying in the Department of Food Science & Technology (or its successor). Support shall include, but not be limited to, study abroad support, academic scholarships, or student organizational support. If no students meet the selection criteria, the scholarship(s) will be open to all students enrolled in the college.

$25,016.79  $25,016.79

The Bruce R. Kettler Integrity in Agricultural Leadership Fund
Established February 25, 2021, with gifts from Tamara G. Kettler (BS 1987); used at the discretion of the highest ranking official in the College of Food, Agricultural, and Environmental Sciences or his/her designee. If the fund’s gifted principal balance reaches the minimum required at that time to establish a restricted endowed fund, the fund shall be revised to The Bruce R. Kettler Integrity in Agricultural Leadership Endowed Scholarship Fund. Thereafter, the fund shall provide scholarship support to students enrolled in the College of Food, Agricultural, and Environmental Sciences who are studying agronomy. If no students meet the selection criteria, the scholarship(s) will be open to all students enrolled in the college.

$25,000.00  $25,000.00

Change in Name and Description of Named Endowed Fund (Foundation)
From: The Ardith K. Nolte Food, Agricultural, and Biological Engineering Scholarship Fund
To: The Byron and Ardith K. Nolte Food, Agricultural and Biological Engineering Scholarship Fund

Change in Description of Named Endowed Fund (Foundation)
Michael H. and Jo Ann Carpenter Scholarship Fund
The Richard G. Koch Alzheimer’s Research Endowment Fund
The Bruce L. Lipton, M.D. Scholarship Fund in Medicine
The Harry Meshel/Howard Collier Fund for Public Policy
Yoo Family Veterinary Medicine Scholarship Fund

Closure of Named Endowed Fund (Foundation)
The van Bakeren Endowed Scholarship Fund

Total  $12,804,465.80

*Amounts establishing endowments as of December 31, 2020, unless notated otherwise.