



**WEXNER MEDICAL CENTER BOARD MEETING**

Board Secretary Jessica Eveland called the meeting of the Wexner Medical Center Board to order on Tuesday, May 18, 2021, at 1:02 p.m.

Members Present: Abigail S. Wexner (late), Cheryl L. Krueger, Hiroyuki Fujita, Alan A. Stockmeister, John W. Zeiger, Anand Shah, Stephen D. Steinour, Robert H. Schottenstein, Cindy Hilsheimer, Gary R. Heminger (ex officio), Kristina M. Johnson (ex officio), Harold L. Paz (ex officio), Bruce A. McPheron (ex officio), Michael Papadakis (ex officio)

Members Absent: Leslie H. Wexner, W.G. Jurgensen

(See Appendix LXIV for Summary of Actions Taken, page 1582)

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**FULL-BOARD EXECUTIVE SESSION**

Board Chair Gary Heminger called the meeting of the Board of Trustees to order on Wednesday, May 19 at 8:04 a.m.

Members Present: Gary R. Heminger, Abigail S. Wexner, Cheryl L. Krueger, Brent R. Porteus, Erin P. Hoeflinger, Alexander R. Fischer, Hiroyuki Fujita, Alan A. Stockmeister, John W. Zeiger, Elizabeth P. Kessler, Lewis Von Thae, Jeff M.S. Kaplan, Michael Kiggin, Elizabeth A. Harsh, Reginald A. Wilkinson, Anand Shah, Carly Sobol

Members Absent: N/A

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 consult with legal counsel regarding pending or imminent litigation, to consider business-sensitive trade secrets required to be kept confidential by federal and state statutes, and to discuss personnel matters involving the appointment, employment and compensation of public officials, which are required to be kept confidential under Ohio law.

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 Thae, Mr. Kaplan, Mr. Kiggin, Mrs. Harsh, Dr. Wilkinson, Mr. Shah, Ms. Sobol

The meeting entered executive session at 8:06 a.m. and adjourned at 10:44 a.m.

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**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, May 19, 2021, at 11:00 a.m.

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

Members Absent: Alexander R. Fischer

(See Appendix LXV for Summary of Actions Taken, page 1639)

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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, May 19, 2021, at 1:31 p.m.

Members Present: Lewis Von Thaer, Erin P. Hoefflinger, Cheryl L. Krueger, Alexander R. Fischer, Hiroyuki Fujita, Reginald A. Wilkinson, Anand Shah, Gary R. Heminger (ex officio)

Members Absent: N/A

(See Appendix LXVI for Summary of Actions Taken, page 1650)

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**ACADEMIC AFFAIRS & STUDENT LIFE COMMITTEE MEETING**

Committee Chair Brent Porteus called the meeting of the Academic Affairs and Student Life Committee of the Board of Trustees to order on Wednesday, May 19, 2021, at 3:30 p.m.

Members Present: Brent R. Porteus, Jeff M.S. Kaplan, Abigail S. Wexner, Elizabeth P. Kessler, Michael Kiggin, Elizabeth A. Harsh, Reginald A. Wilkinson, Carly G. Sobol, Susan Olesik, Gary R. Heminger (ex officio)

Members Absent: N/A

(See Appendix LXVII for Summary of Actions Taken, page 1665)

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**MASTER PLANNING & FACILITIES COMMITTEE MEETING**

Committee Chair Alexander Fischer called the meeting of the Master Planning and Facilities Committee of the Board of Trustees to order on Thursday, May 20, 2021, at 8:02 a.m.

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

Members Absent: N/A

(See Appendix LXVIII for Summary of Actions Taken, page 1736)

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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, May 20, 2021, at 9:59 a.m.

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

Members Absent: N/A

(See Appendix LXIX for Summary of Actions Taken, page 1777)

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### **LEGAL, RISK & COMPLIANCE COMMITTEE MEETING**

Committee Chair Elizabeth Kessler called the meeting of the Legal, Risk and Compliance Committee of the Board of Trustees to order on Thursday, May 20, 2021, at 1:30 p.m.

Members Present: 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: N/A

(See Appendix LXX for Summary of Actions Taken, page 1951)

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### **RECONVENING OF THE BOARD**

Board Chair Gary Heminger reconvened The Ohio State University Board of Trustees on Thursday, May 20, 2021, at 3:29 p.m.

Members Present: Gary R. Heminger, Abigail S. Wexner, Cheryl L. Krueger, Brent R. Porteus, Erin P. Hoeflinger, Alexander R. Fischer, Hiroyuki Fujita, Alan A. Stockmeister, John W. Zeiger, Elizabeth P. Kessler, Lewis Von Thaeer, Jeff M.S. Kaplan, Michael Kiggin, Elizabeth A. Harsh, Reginald A. Wilkinson, Anand Shah, Carly Sobol

Members Absent: N/A

Mr. Heminger:

Good afternoon and thank you for joining us for The Ohio State University's Full-Board Public Session. 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.

Before we begin, I want to take a moment to acknowledge and thank our departing trustees, Cheryl Krueger and Anand Shah, for their thoughtful service as members of

the board. For those who don't know, Cheryl's term as a trustee began back in 2012, although her connection to Ohio State had already been well established by that time, particularly her commitment to the Wexner Medical Center and the James Cancer Hospital. She was named as a founding member of the Wexner Medical Center Board a year later and has served admirably ever since. Cheryl, we are going to miss your kind spirit, your sense of humor in the face of adversity and your unfailing optimism. You have touched the lives of so many, including all of us here on the board, and we will be forever grateful for you and for your great cookies. Thank you and we are going to miss you.

And although Anand has not been with us quite as long, he has also had a significant impact. He is only the third undergraduate student trustee to have full voting privileges as a member of the board, and he was the first student trustee ever to be appointed to the Wexner Medical Center Board and its Quality and Professional Affairs Committee. Thank you for your insights, Anand, and for making sure we always kept the student perspective top-of-mind throughout our board discussions. Also, congratulations on your graduation last week. Your future is truly very bright. Thank you, Anand.

At this time, I would also like to officially welcome Reggie Wilkinson, Elizabeth Harsh and Carly Sobol, as this is their first meeting in person since their appointments last year. I would like to acknowledge Governor DeWine's recent reappointment of trustee Michael Kiggin of Powell, who just completed a brief one-and-a-half-year term that left him eligible for a full nine-year term with us. Michael, I look forward to our continued work together.

And finally, I also want to recognize the appointment of our newest trustee, Tom Mitevski, of Galena. Tom brings a great deal of financial expertise to the board as the executive vice president of the DGD Group – the family-owned private investment office of the Donald Dunn family of

Columbus. Mr. Dunn, of course, being the founder of Plaskolite, one of the largest acrylic sheet manufacturers in the world. Tom comes from a family of Buckeyes, and I have no doubt that his passion for Ohio State – combined with his impressive background – will make him a great colleague moving forward.

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### **APPROVAL OF MINUTES**

Mr. Heminger:

Our first order of business is the approval of our February board meeting minutes, which were distributed to all trustees. If there are no additions or corrections, the minutes are approved as distributed. (*No comments.*)

With that, I will now turn the program over to Dr. Johnson for her report.

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### **PRESIDENT'S REPORT**

Dr. Johnson:

*(Note: The microphones malfunctioned while Dr. Johnson thanked Cheryl Krueger and Anand Shah for their service on the Board of Trustees.)*

We closed a remarkable year by celebrating our 427th commencement in Ohio Stadium, which was our first in-person commencement since 2019. Despite the biggest single day of rainfall in Columbus in more than 100 years, we awarded over 12,000 diplomas and certificates. I was thrilled to celebrate our spring graduates, including Anand, and several

of the children of our trustees along with their loved ones, our honorary degree recipients, our distinguished service awardees and, of course, our commencement speaker, Jamie Dimon.

I just want to note that we were able to gather in person for commencement because of the persistence of our Buckeye community, including the incredible efforts of our faculty and staff to keep this university running and our academic mission on track. At the end of my first academic year as president of this university, I have greatly enjoyed working with our administrative leaders, faculty, students, staff, alumni, elected officials — including our governor and mayor — and our many partners, including the Columbus Partnership and JobsOhio. And most importantly, I am grateful for the leadership and support of this board and, in particular, our Board Chair Gary Heminger. While it wasn't the year that any of us expected, your judgment, advice and help were fundamental to our success. And a big Buckeye welcome to our newest trustee, Tom Mitevski, who was just appointed to the board by Governor DeWine. I, too, look forward to working with you.

I also would like to recognize Dr. Bruce McPherson for his exceptional service as executive vice president and provost since 2016. Beyond raising the level of excellence in supporting our academic mission, he has played a vital role as part of the leadership team planning for a safe and effective reactivation of our campuses. In the new academic year, Dr. McPherson will return to his roots as a professor in the College of Food, Agricultural, and Environmental Sciences. His legacy as provost includes launching the Digital Flagship initiative with Apple, and the Teaching Support Program — a centerpiece of the Michael V. Drake Institute for Teaching and Learning. To date,

more than 3,500 faculty members have taken part in this evidence-based professional development, which is one of the largest teaching excellence programs in higher education. Bruce, we thank you for your exceptional service as an alumnus, a scholar, teacher, former dean and provost, as you are a true Buckeye — “bug-guy” — at heart. Thank you.

Now, I would just like to say a few words about this past year. During my first year as a Buckeye, I focused on the five priorities that I received from the board to establish a firm foundation for our collective future. First, learning about this storied institution and meeting as many Buckeyes as possible in the time of COVID. Second, leading the university through COVID with an extraordinary team to help keep our Buckeye community safe and healthy. Third, using our power as a modern land-grant university to address racial inequities. Fourth, to build a senior and executive leadership team. And fifth, to develop strategic initiatives for investing in our academic, research and engagement excellence as part of our land-grant mission.

With regard to COVID-19, our ability to remain open this year was a team effort. In particular, I would like to thank the health care professionals at the Wexner Medical Center, Student Health Services, the College of Public Health, as well as our offices of Student Life, Academic Affairs, Research, Athletics, Legal, Government Affairs, and Facilities and Management, who altogether carried out over 600,000 COVID tests, amped up our tracing program by an order in magnitude, and cared for nearly 7,000 students who tested positive over this last year and thousands more who were exposed and had to be quarantined. Because of this phenomenal work, we were able to reduce infection rates by an order of magnitude from 6% when we started the year to less than 0.5% when we ended the year — which is a credit to our students, faculty and staff who followed non-pharmaceutical interventions until a vaccine became available. Now that we have a vaccine, everyone who can get vaccinated, please do.

It is also worth noting, too, that the first time U.S. President Joe Biden visited the state of Ohio, he came to The Ohio State University. He chose to visit Ohio State's Wexner Medical Center and their radiation oncology LINAC to celebrate the anniversary of the American Recovery and Reinvestment Act. And Ohio Governor Mike DeWine has paid multiple visits to our Schottenstein vaccination distribution center, along with his wonderful spouse, Fran DeWine, who brought her patented Buckeye Brownies. They

also toured our Spine Research Institute as well as Assistive Technology of Ohio, part of our College of Engineering and the state's officially designated Tech Act program. I am grateful to Governor DeWine, his administration and the Ohio Legislature for their ongoing work in addressing the COVID-19 pandemic and their strong support of higher education over the past academic year and beyond. And our plans are on track for a more normal, in-person fall semester, including expanded gatherings and events as well as a return to the traditional academic semester, holiday and break calendars, and a return to the 'Shoe.

Through all of these accomplishments, we have remained steadfastly committed to advancing a culture of inclusive excellence. We presented an Education for Citizenship series organized in the spring by Ohio State deans, our Office of Diversity and Inclusion, and our university leaders to foster discussion and provide opportunities for all voices on our campuses to be heard. We will continue this work with consideration for a range of perspectives to make our communities safer.

In the past year, we made significant progress on 13 of the 15 recommendations from our Task Force on Community Safety and Well-Being. These include reintroducing our Community Crime Patrols, improving 350 lights on and off campus and expanding ridesharing hours as part of the Lyft Ride Smart program at Ohio State.

Our Task Force on Racism and Racial Inequities is developing actionable recommendations to ensure that all members of our communities can live and flourish in a world that welcomes them. Our thanks go to Dr. James Moore, vice provost for Diversity and Inclusion, and Dr. Tom Gregoire, dean of the College of Social Work, for leading this task force with collaboration from faculty, staff and students. We expect a full report with recommendations in the near future. At the same time,

our Wexner Medical Center and health sciences colleges are working to address racism as a social determinant of health through their Anti-Racism Action Plan. It is powerful work. And our College of Medicine was recently ranked No. 7 in the nation among the most diverse medical schools in the 2022 *U.S. News and World Report* rankings.

With regard to the priority of building a senior leadership team, we welcomed Dr. Carol Bradford, who joined us in October as the new dean of the College of Medicine, and Dr. Ayanna Howard, who has been with us since March as the dean of the College of Engineering. Both bring incredible expertise and innovative approaches to their colleges and fields. We are excited to have them as part of the Buckeye family. I also had the privilege of welcoming new members of my executive leadership team, including Dr. Grace Wang, executive vice president, leading the Enterprise for Research, Innovation and Knowledge. We are on track to achieve over \$970 million in research expenditures this year, a new record, which speaks to the excellence and ingenuity of our university — particularly in the time of COVID. We also announced a new \$100 million strategic partnership with JobsOhio and Nationwide Children's Hospital to spur innovation and economic growth in our region and state.

Ms. Elizabeth Parkinson also joined the President's Cabinet from "That School Up North" to serve as our senior vice president for marketing and communications, consolidating Ohio State's marketing, previously under Advancement, and communications efforts into one unit responsible for overall brand, marketing and communications strategy and implementation.

And speaking of Advancement, I am delighted to share that we have just passed the \$500 million mark in donations and pledges with about five weeks to go in the fiscal year. As always, we are grateful to our alumni and friends who support our excellence with their generous gifts and pledges. That support will be evident once again this summer as Pelotonia will raise funds for cancer research. Like so many others in our community, this effort is personal for me. Pelotonia will take place August 6 through 8, and I am excited to be serving as this year's honorary captain for Team Buckeye. August 8 is also going to be our in-person commencement. That will be interesting – I will have to ride

quickly! But I look forward to seeing many of you there as we ride to fight cancer right into Ohio Stadium.

Also, this year, we welcomed several other key executives. Mr. Paul Patton joined Ohio State as senior advisor to the president and is now also serving as interim senior vice president for talent, culture and human resources. Mr. JR Blackburn, chief of staff in the Office of the President, a proud alumnus, former member of the band — Row X — helps to develop and implement the strategic goals of the university. And Mr. Skip Hidlay joined us as chief marketing officer for the Wexner Medical Center. I look forward to working with our new Buckeyes and all of Buckeye Nation to advance the ways we educate, discover and serve.

I would like to finish by highlighting Buckeyes who have been recognized nationally this past year. This starts out with Daniel Lesman, one of the members of our class of 2021, who was named a Rhodes Scholar — the ninth Buckeye in our history and the third such in the last three years. Ose Arheghan, a third-year political science and Chinese major, was awarded a 2021 Harry S. Truman Scholarship. Eleven Ohio State scientists in the College of Arts and Sciences, Medicine and Veterinary Medicine, were named to the 2020 class of Fellows of the American Association for the Advancement of Science. And Dr. Anita Hopper, professor of molecular genetics in the College of Arts and Sciences, was elected to the National Academy of Sciences. Two more Buckeyes were elected by their peers to the American Academy of Arts and Sciences — Dr. Fritz Graf, a Distinguished University Professor in the Department of Classics, and Dr. Stewart Shapiro, the Steve and Sara O'Donnell Professor of Philosophy.

We were ranked No. 1 nationally as the top-producing Fulbright U.S. Scholar university for the 2020-21 academic year, and, once again, recognized as among the best in our online education. And our student-athletes, despite the many restrictions and challenges, had another incredibly

successful year. They competed in over 400 events, won 10 team championships, two double national championships in dance and pistol, and an individual national championship in shotput.

Our continuing partnerships with our elected officials, business leaders and community organizations are also vital elements in fulfilling our land-grant mission. One of those exciting partnerships is on our consent agenda today. I am thrilled to share that Ohio State is extending its formal partnership with Honda, a true model of industry-university collaboration. Over the past two decades, they have provided research and internships for hundreds of Ohio State students.

Also on our consent agenda is the awarding of the Joseph Sullivant Medal, a prestigious recognition bestowed only every five years by the university. Our recipient will be Dr. N. Geoffrey Parker, Distinguished University Professor and Andreas Dorpalen Professor of European History. As one of his colleagues shared, Dr. Parker is one of the most widely read, respected and admired early modern European historians at work today. We look forward to presenting the Sullivant Medal to Dr. Parker in the near future.

While these highlights just skim the surface of what we have accomplished this year, they exemplify a university that is using its size, scale and scope to elevate the people we serve. It is the dream of a lifetime to lead this institution — a storied university with a trajectory to become the absolute model of a land-grant university for the 21st century. Thank you, again, to the Board of Trustees for giving me this opportunity and thank you to the entire Buckeye community for your talents and contributions. The first nine months have been challenging and inspiring, and I look forward to my second first-year with great excitement and optimism. Thank you.

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## ELECTION OF OFFICERS

Mr. Heminger:

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

Dr. Fujita:

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

Upon the motion of Dr. Fujita, seconded by Mr. Kaplan, the Board of Trustees convened a committee of the whole by unanimous voice vote, cast by the following trustees: Mr. Heminger, Mrs. Wexner, Ms. Krueger, Mr. Porteus, Mrs. Hoeflinger, Mr. Fischer, Dr. Fujita, Mr. Stockmeister, Mr. Zeiger, Ms. Kessler, Mr. Von Thae, Mr. Kaplan, Mr. Kiggin, Mrs. Harsh, Dr. Wilkinson, Mr. Shah, Ms. Sobol

Dr. Fujita:

Thank you. I want to start by thanking Gary, Abigail Wexner and Jessie Eveland for their continued service as the officers of the board. What an unusual, challenging year it has been. And throughout it all, their leadership has been reliable, thoughtful and very appreciated. In keeping with our standard practice, as the chair of the Talent, Compensation and Governance Committee, I have spent time talking with each trustee about their opinions on the performance of our board officers and how they recommend we move forward.

Recognizing that consistency is still key as we begin to enter a "new normal," the trustees have agreed to bring forward the following slate of officers for reappointment: Gary Heminger as Chair of the Board, Abigail Wexner as Vice Chair and Jessie Eveland as Secretary of the Board.

I would like to move that this slate of officers be approved by the full board. The formal resolution language is in your materials and available to the public by request.

## ELECTION OF OFFICERS

Resolution No. 2021-162

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

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

WHEREAS the officers of the board shall take office at the adjournment of the final meeting of the fiscal year ending June 30, and they shall hold their office through the following final fiscal year meeting of the Board of Trustees or until their successors are elected and qualified, so long as they shall continue to be eligible to serve as officers; and

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

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

NOW THEREFORE

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

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

Mr. Heminger:

Thank you very much. We appreciate your confidence in our leadership and we look forward to working with all of you, President Johnson and her team to keep the momentum of Ohio State going into this next year.

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### **CONSENT AGENDA**

Mr. Heminger:

As our consent agenda shows, this university never sleeps! A great deal of work is underway, and we are looking to approve a near-record number of resolutions 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. We have also added a hand-carry item from yesterday's Academic Affairs and Student Life Committee meeting – an Expression of Appreciation for Provost Bruce McPheron. President Johnson, would you please present the Consent Agenda to the board?

Dr. Johnson:

Thank you, Chairman Heminger. We have 56 resolutions on the consent agenda. The university is seeking approval of the following:

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### **RESOLUTIONS IN MEMORIAM**

Resolution No. 2021-106

**Lyle J. Barker Jr.**

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on January 15, 2021, of Lyle J. Barker Jr., Associate Professor Emeritus in the former School of Journalism in the Social and Behavioral Sciences Division of the College of Arts and Sciences. He was 88.

Professor Barker received his Bachelor of Science in Education from Ohio State in 1954. Upon his graduation, he was commissioned as an officer into the U.S. Army, where he served 30 years, rising to the rank of Major General and Army Chief of Public Affairs. At his retirement from the Army, he was the most senior public affairs director in all of the military services, with responsibility for the training and supervision of thousands of Army and civilian public affairs specialists around the globe. He was deployed overseas for 17 years, including postings in South Korea, Vietnam, Thailand and Germany.

He began his tenure as a commander and staff officer in the artillery and worked for most of his career in public affairs. As Army Chief of Public Affairs, he maintained offices in the Pentagon in Washington, DC.; New York City, where he worked with television networks and writers on military topics; Hollywood, where he consulted on film and radio projects on military themes; and in Chicago, where he serviced inquiries from minority media. He

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received his Master of Science in Mass Communication at Shippensburg University in Pennsylvania in 1975. He also graduated from the U.S. Army War College and the U.S. Army Command & General Staff College. He was awarded the Distinguished Service Medal, Legion of Merit and Meritorious Service Medal, along with numerous other military awards.

Professor Barker joined the Ohio State faculty in 1984, where he taught various courses in public relations and communications management to hundreds of students at the undergraduate and master's levels and advised the local chapter of the Public Relations Student Society of America. He earned tenure in 1986 and was a popular teacher who took a great interest in his students and received numerous teaching awards.

He served on several committees of the Association for Education in Journalism and Mass Communication, Public Relations Society of America and World Future Society, as well as on the

boards of various community nonprofit organizations in central Ohio. He also served as a consultant to numerous corporations and was a nationally recognized speaker on various specialized topics such as issues management, crisis communication, public segmentation tools and communication management.

He carried himself with a kind, gentle, friendly and quiet demeanor and was highly respected by his colleagues in the School of Journalism. He was likely to suggest advice or preferences to students and colleagues in a soft and friendly, yet persuasive and confident whisper.

He was involved with Worthington Christian Church as a member, former elder and Bible school teacher.

On behalf of the entire university community, the Board of Trustees expresses to the family and loved ones of Professor Llyle J. Barker 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.

### **Jerry L. Bidwell**

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on January 14, 2021, of Jerry Bidwell, Assistant Professor Emeritus in the Department of Comparative Studies at Ohio State-Mansfield. He was 85.

Professor Bidwell received his Bachelor of Arts (1959) and Master of Arts (1963) degrees from Ohio State in French. He also studied at the Sorbonne in Paris. From 1959 to 1986, he taught both French and comparative literature at Ohio State's Mansfield campus. He took early retirement in 1986 in order to pursue fiction writing. The range of courses Professor Bidwell taught at Ohio State-Mansfield attest to both the broad spectrum of his interests and the various competencies he acquired. Professor Bidwell taught the French language sequence and courses in comparative literature ranging from the picaresque to Hemingway on one hand and comparative religion and man and his environment on the other.

Colleagues remarked that what made Professor Bidwell unique, in addition to his lively curiosity, keen sense of purpose, and collegiality, was his absolute dedication and commitment to undergraduate teaching as well as to outreach and engagement within the greater Mansfield community. As an instructor, Professor Bidwell was exemplary. Students remarked on his engaging teaching style and passion for learning. One in particular wrote to former College of the Humanities Dean Diether Haenicke:

"Jerry Bidwell, who has been our instructor for almost nine months, is the "saving grace" – the crème de la crème – of instructors. ... A foreign language class is a place to be embarrassed daily. That doesn't happen in Bidwell's presence. One can

stumble over grammar and pronunciation and actually realize a profit rather than a loss. Bidwell tells often of his own early stumblings – makes students comfortable with their learning errors. He is incredibly fair. Not easy. Not generous. Fair.”

He also received praise and recognition from peers, colleagues and mentors alike for his work ethic, determination and focus. Upon reviewing Assistant Professor Bidwell’s performance early on, Professor Walter Meiden in the Department of French stated the following:

“[Bidwell] was affable, cooperative, one of the hardest working assistants we have ever had.

Not one of our assistants shows more zest, more willingness to spend time and energy on his work.”

Dick Wink, Acting Dean and Director of Ohio State-Mansfield from 1979-80, added in his assessment of Professor Bidwell’s classroom performance that his “delightful personality and positive outlook, combined with his highly competent demeanor” were “rare commodities.”

Other colleagues recall that Professor Bidwell was passionate and dedicated to undergraduate teaching. When the campus considered hiring graduate students to teach some of the courses, he sent a detailed and thoughtful letter opposing the idea, asserting that students deserved to have the experience and insights of a professor engaged Socratically in dialogue. Professor Bidwell viewed teaching as a high calling – an ethical undertaking – and formative in a manner that impacted those who would become future leaders and educators. What begins to emerge from this mosaic of encomia is a professor of profound dedication and great integrity, whose life and appetite for learning provided a model for others to emulate.

On behalf of the entire university community, the Board of Trustees expresses to the family and loved ones of Professor Jerry Bidwell 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.

### **Jack A. Collins**

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on February 18, 2021, of Jack A. Collins, Professor Emeritus in the Department of Mechanical and Aerospace Engineering in the College of Engineering. He was 91.

Professor Collins was a Columbus native and three-time graduate of Ohio State. He earned his bachelor’s, master’s and doctoral degrees in mechanical engineering, and would go on to teach at Ohio State between 1972 and 1992. His background was in the research of materials in mechanical design, and he would go on to author two textbooks on mechanical engineering and machine design that are still being used in university instruction today.

Professor Collins had a prolific career as an engineer and researcher. He served as a consultant for organizations such as NASA, the United States military and private industry groups. He received many awards from professional organizations, including the American Society of Mechanical Engineers’ 1997 Machine Design Award for eminent achievement in the field of machine design, which is considered to include application, research, development or teaching of machine design. Over the course of his career in academia and industry, Professor Collins became a well-known and renowned expert in his field.

Beyond his work as an engineer and educator, Professor Collins was an involved member of his community. He was known for his dedication to volunteer work, serving in many organizations focused on community service. He was a scoutmaster for the Boy Scouts and Girl Scouts of America, and an outdoorsman known to enjoy camping and gardening.

Professor Collins was a valued member of the College of Engineering and embodied the excellence of The Ohio State University. He was known for his calm and measured approach to the challenges he faced in his work, and he served as a mentor and role model for many of his faculty colleagues. He will be remembered for his commitment to education, service and excellence, and as a devoted lifelong Buckeye.

On behalf of the entire university community, the Board of Trustees expresses to the family and loved ones of Professor Jack A. Collins 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.

### **Clinton Foulk**

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on December 22, 2020, of Clinton "Clint" Foulk, Associate Professor Emeritus in the Department of Computer Science and Engineering in the College of Engineering. He was 90.

Professor Foulk retired in 1991 after 28 years as a valued faculty member in Ohio State's College of Engineering. During his years of service, Professor Foulk witnessed many changes – one in particular being the growth of the information age – and he would contribute to the evolution of this age as one of the pioneers behind building Ohio State's first computer science department. In the autumn of 1965, Professor Foulk, along with Professors James Randels and Theodore Hildebrandt, wrote the proposal to establish a program called the Division of Computer Science. Professor Foulk was involved in establishing the early curriculum, particularly in programming and software systems areas.

During the 1950s, he served in the United States Air Force after earning a bachelor's degree in astronomy from the University of Kansas. Because of this degree, he was sent to the Computer Center at Wright-Patterson Air Force Base in Dayton, Ohio. During his time at the Computer Center, Professor Foulk spent much of his time coding and running the IBM CPC and ERA 1103 machines. He also performed computations for exploring the feasibility of an atomic-powered airplane.

When Professor Foulk joined Ohio State in 1963, he worked part time at the Instruction and Research Computer Center and part time in the mathematics department. During these times of growth in the early and mid-1970s Professor Foulk wrote, developed and taught many of the introductory computer science courses. "I'll never forget those early days in the department," he noted. "The field of computer science was still young. I would work late into the evening studying the new material in computer science. The next day I would give a lecture on it. That was quite the experience. Nevertheless, I was able to develop a number of courses that served as the foundation for the computer science curriculum."

In 1984, Professor Foulk grew interested in publishing and reviewing textbooks. Based on a decision within the department to use Macintosh computers in the instructional laboratories, it prompted Professor Foulk to learn the assembly language for Mac. In the spring of 1991, he published his first book, *Structured Programming in Macintosh Assembly Language*, a text that would be used in the department.

As a department founder, Professor Foulk was instrumental in establishing the CSE Founders Scholarship which is awarded every year to students within the department at an undergraduate level. He was also very active in the Central Ohio Chapter of the Association for Computing Machinery (COACM). Professor Foulk was responsible for COACM establishing an annual scholarship for an undergraduate student in the computer science department. These scholarships are still awarded at the annual departmental banquet.

On behalf of the entire university community, the Board of Trustees expresses to the family and loved ones of Professor Clinton Foulk 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.

**Laurence C. Gerckens**

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on January 9, 2021, of Laurence "Larry" C. Gerckens, Professor Emeritus of City and Regional Planning in the Austin E. Knowlton School of Architecture in the College of Engineering. He was 86.

Professor Gerckens graduated from East Rutherford High School in New Jersey and earned a three-year Certificate in Art from The Cooper Union for the Advancement of Science and Art in New York City. He completed the next two years of the five-year Bachelor of Science in Architecture at the University of Cincinnati and earned a Master of Regional Planning degree at Cornell University. He taught architecture at Montana State University and Arizona State University prior to moving to Columbus in 1963.

While at Ohio State, Professor Gerckens served as the Chair of City and Regional Planning from 1970-78, and as the Director of the School of Architecture. He felt that his greatest contribution while serving as director was the introduction of computer graphics in architecture and the development of the first computer-aided instruction course in 1973: CAI-1 Urban Development and Planning History. After taking early retirement in 1986, Professor Gerckens formed the On-Call Faculty Program, a part-time faculty, consultant and guest speaker bureau.

Professor Gerckens was well-known for his slide-illustrated, computer-assisted class in city planning history, which he taught for several decades at many universities across the United States. He was a Fellow of the American Institute of Certified Planners, founder of the Society for American City and Regional Planning History, and a member of the American Planning Association.

On behalf of the entire university community, the Board of Trustees expresses to the family and loved ones of Professor Laurence Gerckens 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.

**George Kalbous**

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on December 13, 2020, of George Kalbous, Associate Professor Emeritus in the Department of Slavic and East European Languages and Cultures. He was 81.

Professor Kalbous taught in the Department of Slavic and East European Languages and Literatures (now the Department of Slavic and East European Languages and Cultures, or SEELC) from 1973 to 2001 and his contributions are far too many to enumerate here.

An outstanding educator with a commitment to supporting Slavic studies in the state of Ohio, Professor Kalbous created an Introduction to Russian Culture course in 1967 that was the first of its kind. Having written and published the Russian culture textbook, he taught more than 15,000 students through this course during his academic career at Ohio State. Before his time at SEELC, Professor Kalbous had been an Assistant Professor of Russian at Dartmouth College from 1967-73, and an Instructor of Russian at Purdue University from 1966-67. He received his PhD in Slavic Languages from New York University in 1968, and his Master of Arts and Bachelor of Arts degrees from Columbia University.

Beginning in 1961, he served in the United States Army Reserves' military intelligence branch, retiring as Lieutenant Colonel in 1999.

Throughout his career and into retirement, Professor Kalbous was also an active supporter of the humanities and all things Slavic in Ohio. In 1992, he endowed the Russian Culture Fund at Ohio State, which is supporting the Innovative Approaches to Slavic Cultural Studies Lecture Series. And from 1997 to 2007, he worked with the Ohio Governor's Cultural Office under the administrations of Governors Voinovich and Taft. He also initiated the endowed Francis M. Buzek Award in memory of one of his favorite students during his tenure in the Slavic department at Ohio State. His other commitments and contributions included positions on the boards of the Ohio Humanities Council, the Cleveland Ukrainian Museum-Archives as an advisor, and Ohio State's Arts and Sciences Alumni Society.

On behalf of the entire university community, the Board of Trustees expresses to the family and loved ones of Professor George Kalbous 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.

### **Earl N. Metz**

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on January 2, 2021, of Earl N. Metz, MD, Professor Emeritus in the Department of Internal Medicine. He was 85.

Dr. Metz had a long and illustrious career at Ohio State from 1968 until his retirement in 1997. He returned to serve the Department of Internal Medicine from 2001-02 as Interim Director of the Residency Training Program at the request of the department while an ongoing search was conducted to identify an appropriate leader. His recognized skill as a superb educator of clinicians provided the necessary bridge for leadership for this essential academic training program. His dedication to the education of physicians coupled with his long service to Ohio State were characteristic of his work.

Dr. Metz was both a consummate clinician and educator. He graduated from Capital University in 1957 and from Duke University School of Medicine in 1961. He completed an internship in internal medicine at Ohio State, and his residency and post-doctoral fellowship in hematology/oncology at Duke Medical Center. He served as Chief Medical Resident at Duke from 1965-66 under his mentor, the legendary Dr. Eugene Stead, and then served his country as a captain in the United States Army Research Laboratories at Edgewood Arsenal in Maryland from 1966-68. He then returned to Ohio State as an assistant professor in hematology/medical oncology and was promoted to Professor of Internal Medicine in 1974. He served as Vice Chair of the Department of Internal Medicine and residency program director for the department from 1977 until his retirement in 1997.

Dr. Metz was a mentor and role model for hundreds of medical students, residents and fellows. Over his decades of service to Ohio State, he received seven awards for medical house staff teaching and six additional awards for medical student teaching from the College of Medicine. In 1981, he was selected by the medical students as Professor of the Year for the College of Medicine. In 1996, he received the Master Teacher Award from the American College of Physicians. In 2003, Dr. Metz was honored with the Distinguished Alumnus Award by the Duke Medical Alumni Association.

Despite numerous additional awards, he remained humble and emphasized that "teaching is a way of learning". He wrote that "there may be no way to improve on lessons learned at the bedside," and stressed the importance of focusing on the patient. Dr. Metz truly represented the best of what a physician can be. The Department of Internal Medicine's annual Earl N. Metz Distinguished Physician Award was established in 1997 in his honor. It is bestowed on a physician who is recognized for his or her true concern and compassion for the individual patient. Dr. Metz was a role model for physicians dedicated to excellence in patient care, education and research. He excelled in all aspects of medicine and he will be missed by his colleagues and friends across the medical center.

On behalf of the entire university community, the Board of Trustees expresses to the family and loved ones of Dr. Earl N. Metz 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 Duane Plymale**

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on March 3, 2021, of Robert Duane Plymale, Associate Professor Emeritus with Ohio State University Extension in the College of Food, Agricultural, and Environmental Sciences. He was 77.

Professor Plymale began working for OSU Extension in January 1969 as a 4-H agent in Lawrence County. He became an area Extension agent in March 1970, in Jackson, Ohio. In January 1984, he became a district specialist for 4-H in the South District and served as Acting District Director in the South District on several occasions. Professor Plymale became an Assistant Professor in July 1977 and was promoted to Associate Professor in October 1994. He retired from this role on March 31, 2004. Upon his retirement, Extension leadership recognized his many years of service and the "countless contributions [he] made to the 4-H program, not only within the South District, but statewide," according to South District Director Donald McFeeters.

Known for his significant accomplishments in curriculum development for the state 4-H youth development program, Professor Plymale helped to research and co-author multiple 4-H project books and accompanying hands-on learning activities. Some of the curriculum he developed was used for school enrichment programs as well. The quality and breadth of the Ohio 4-H curriculum is well known nationally, and many of the Ohio State materials were reviewed and endorsed as part of the National 4-H Program. Many 4-H programs throughout the nation use curriculum that was developed in Ohio. Of particular note, Professor Plymale served on a committee of Extension and teaching professionals who developed the Cloverbuds curriculum for five- to eight-year-olds in Ohio. The curriculum was piloted in the South District in 1992 and accepted for statewide use in 1993. The Cloverbuds model and curriculum was also adopted nationally and endorsed by the National 4-H Program.

Professor Plymale also worked to develop the subject matter, management and other skills of his colleagues, as well as volunteers, via mentoring, in-services and state and regional conference training. Results of his extensive body of work were published in numerous bulletins, peer-reviewed journals, training packets, software, videos and other resource materials. Professionally, he was a member of the Ohio Cooperative Extension Agents' Association and the National Association of Extension Agents (4-H), as well as the state and national associations for Morgan horses and Angus cattle. He was especially known for working hard to develop his Angus cattle into a nationally known herd, with genetic lines now in numerous herds throughout the country. Before and after retiring from OSU Extension, Professor Plymale was very active in his church and community. He continued to give to Extension by supporting former colleagues and via donations to the Canter's Cave 4-H Camp Fund.

Professor Plymale earned his bachelor's degree in animal science from Brigham Young University in 1967, and his master's degree in animal husbandry from the University of Tennessee in 1968.

On behalf of the entire university community, the Board of Trustees expresses to the family and loved ones of Professor Robert Duane Plymale 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.

**Betty Jean Reese**

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on February 5, 2021, of Betty Jean Reese, Assistant Professor Emeritus with Ohio State University Extension in the College of Food, Agricultural, and Environmental Sciences. She was 80.

Professor Reese began working for OSU Extension in April 1974 as an Athens County home economics agent, where she worked until March 1988 when she became acting South District

supervisor. She became South District director in November 1989 and served in that role until her retirement in June 1995.

While in Athens County, Professor Reese's home economics work included many local hands-on programs for clientele. She also wrote a bi-monthly column for the local newspaper, participated on a local weekly radio program, and shared her expertise with many 4-H members involved with clothing projects. She also worked for a time as the county community and natural resources development agent, as well as the local office chair. As a county agent and district director, Professor Reese encouraged cross-disciplinary efforts among Extension faculty and staff, along with personal and professional skill development. She emphasized economic development in the district as well, even serving as secretary for the regional planning commission.

Professor Reese believed in lifelong learning. In her retirement notification letter, she noted: "My career in Extension has provided many opportunities to exercise my philosophy of life – that one exists as a student or a teacher and that life in its abundance allows us the opportunity to be either or both. I have learned much. My hope is that I have also been a good teacher." Before joining OSU Extension, Professor Reese worked as a teacher's aide in the Athens City School District, as well as a part-time instructor for a girls' summer program via the local recreation department. She taught home economics courses for two years at Ohio University. Before moving to Athens, Ohio, she was a cost analyst for The Boeing Company in Wichita, Kansas.

Outside of work, Professor Reese gave back to her community in many ways. She was involved in numerous local volunteer organizations. She served as president of two local parent teacher associations, as co-leader of a successful local school levy campaign, and at least two state-level organizations focused on childcare. After her retirement, Professor Reese was very involved with a local gardening group that plants and maintains flowers around Athens. She also volunteered with the Dairy Barn Arts Center and the Kennedy Museum of Art at Ohio University. Extension sincerely appreciates Professor Reese's gifts to the OSU Extension South District office, as well as 4-H youth development and The James Cancer Hospital and Solove Research Institute.

Professor Reese earned a bachelor's degree in mathematics (with a minor in home economics) at Wichita State University in 1961, and a master's degree in textiles and clothing at Michigan State University in 1964.

On behalf of the entire university community, the Board of Trustees expresses to the family and loved ones of Betty Jean Reese 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 her family as an expression of the board's heartfelt sympathy and appreciation.

**Kenneth W. Reisch**

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on March 10, 2021, of Kenneth Reisch, Associate Dean Emeritus in the College of Food, Agricultural, and Environmental Sciences. He was 91.

Professor Reisch received his Bachelor of Science in 1947 from the University of Connecticut with a major in Landscape Architecture and Horticulture, and his Master of Science (1953) and PhD (1956) in ornamental horticulture from Ohio State's Department of Horticulture and Crop Science. Professor Reisch joined the faculty of the department of Horticulture and Crop Science in 1956 and was promoted to Associate Professor in 1962 and Professor in 1966. His research and teaching focused on the physiology of growth, nutrition and reproduction of woody ornamental plants. From 1972 until his retirement in 1988, he served as Associate Dean in the College of Food, Agricultural, and Environmental Sciences with responsibilities in resident instruction and alumni affairs.

Professor Reisch was a strong supporter of students and worked tirelessly as both as a teacher and an administrator to improve the undergraduate experience. Former students of his still remark about not only his ability to provide engaging and informative lectures and his advising to student organizations, but also his personal approach to mentoring students in preparation for a career in the horticulture profession. Professor Reisch was a strong proponent of lifelong learning, which he promoted by keeping in contact with former students through extensive participation in professional organizations such as the Ohio Nursery and Landscape Association.

He embodied the land-grant mission of the university. Professor Reisch authored or co-authored more than 90 articles in horticulture journals in which he was able to translate his and others' research for use by professionals in ornamental and landscape horticulture. He was also the co-author of *Woody Ornamentals for the Midwest*, a widely used textbook and professional manual published in 1975. He was active in the development of short courses and continuing education programs for ornamental and landscape horticulture professional organizations. Finally, he was instrumental in the establishment of the Chadwick Arboretum & Learning Gardens and remained a strong supporter until his passing. The Chadwick Arboretum continues to provide educational and research opportunities for not only students but for the general public as well.

Professor Reisch had a reputation amongst faculty colleagues, staff and students as a humble man with a friendly style, which fostered an atmosphere of collegiality within the department and the College. Professor Reisch exemplified what the College of Food, Agricultural, and Environmental Sciences most 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 Kenneth Reisch 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.

#### **George William Sherer**

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on March 19, 2021, of George William Sherer, Assistant Professor Emeritus with Ohio State University Extension in the College of Food, Agricultural, and Environmental Sciences. He was 88.

A three-time Ohio State graduate, Professor Sherer earned his bachelor's degree in animal science in 1954, a teaching certificate in agricultural education in 1961, and his master's degree in agricultural education in 1972. Professor Sherer began his career with OSU Extension in August 1965 as a 4-H agent in Perry County. He then served as the agriculture agent in Morgan County from September 1968 until his retirement in July 1990. While in Morgan County, Professor Sherer also served as county chair, and he provided leadership for community and natural resources development.

Before he worked with OSU Extension, Professor Sherer was an organization director for the Ohio Farm Bureau Federation for several years, serving Tuscarawas, Harrison and Carroll counties. He remained a loyal member of the Ohio Farm Bureau Federation throughout his lifetime.

Personally, Professor Sherer enjoyed showing horses for more than 35 years, and he gave back to the community by volunteering with the Morgan County 4-H Rider Therapy program, helping youth with disabilities learn how to ride a horse and then demonstrate their riding skills during the county fair. Over time, Professor Sherer was an active member of the American Quarter Horse Association, as well as the Ohio Quarter Horse Association, Eastern Ohio Quarter Horse Association and Southeastern Ohio Horse Exhibitors Association.

After his retirement, Professor Sherer spent winters in Florida and summers at his Morgan County farm. Bicycling and kayaking were his favorite outdoor activities and he attended numerous sporting events to support his grandchildren and great-grandchildren. He also was a trustee and active member of his church.

On behalf of the entire university community, the Board of Trustees expresses to the family and loved ones of Professor George William Sherer 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.

### **Thomas W. Townsend**

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on January 13, 2021, of Thomas W. Townsend, Associate Professor Emeritus in Animal Behavior (Ethology) and Wildlife Management in the School of Environment and Natural Resources in the College of Food, Agricultural, and Environmental Sciences (CFAES). He was 78.

Professor Townsend served on the CFAES faculty at Ohio State for 30 years, from 1971 to 2001, and also held a joint appointment in the College of Veterinary Medicine.

In the earlier days of the School of Environment and Natural Resources, Professor Townsend served as one of the lead wildlife faculty members focused on teaching in the undergraduate wildlife management curriculum. Any student majoring in wildlife management had Professor Townsend as a course instructor until his retirement. Professor Townsend was also well established in his instruction for Natural Resources 321, Introduction to Wildlife Management, one of the first courses taken by students in the wildlife management major. He challenged students in this class and worked to enlighten them on the role that wildlife management professionals served. He also taught Natural Resources 662, the Wildlife Methods course that served as the capstone for wildlife management majors and brought together the totality of knowledge and skills needed in wildlife management.

Professor Townsend was an active member of the Wildlife Society, an association for leaders in wildlife science, management and conservation, and he served as the faculty advisor for the Student Chapter of the Wildlife Society at Ohio State. During his tenure, his counsel helped guide this Ohio State student organization to engage at the local, regional and national levels. His mentorship also helped the School of Environment and Natural Resources produce some fine student leaders that have gone on to excel as natural resources professionals.

Professor Townsend's quick sense of humor was endearing, especially to the students he served. He was an Eagle Scout and he enjoyed adventures, like canoeing the Boundary Waters, backpacking in many Western states, and camping and backpacking during an entire summer spent in Alaska. He also enjoyed bicycling, jogging, gardening, reading and raising his pet dogs.

On behalf of the entire university community, the Board of Trustees expresses to the family and loved ones of Professor Thomas W. Townsend 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.

### **P. Tennyson Williams**

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on January 13, 2021, of P. Tennyson "Tenny" Williams, MD, Professor Emeritus of Family and Community Medicine in the Department of Family Medicine in the College of Medicine. He was 96.

Dr. Williams attended Western Reserve University for premedical and medical education, receiving his medical degree in 1951. During that time, he also attended the U.S. Naval Academy for one year. He married Marianna Hamilton in 1947, a special union for many years. After completing his internship in 1952, he entered private family practice in Delaware, Ohio, and he was a devoted family physician there for 22 years. He was also an active community leader and served as team physician for the local Hayes High School football team.

In 1974, Dr. Williams was appointed professor and founding chair of the new Department of Family and Community Medicine in Ohio State's College of Medicine. He also initiated the residency program in Family Medicine in 1975, the first university-based program in Ohio. His academic work focused on the developing field of Family Medicine, including tracking graduates of the College of Medicine who entered the Family Medicine specialty. He was a thoughtful colleague and always full of ideas, and he skillfully taught hundreds of medical students and scores of residents in his career.

Dr. Williams recruited and nurtured many faculty members with various interests, serving as department chair until 1988 and retiring from Ohio State in 1997. Under his leadership, the department obtained several large federal training grants, which helped develop the educational and clinical foundation in the Family Medicine field. Many of his faculty recruits went on to solid academic careers at Ohio State and elsewhere due to his mentoring. A fellowship program was also initiated during his chairmanship.

He worked tirelessly for many years on the development of the Thomas E. Rardin Family Practice Center on North High Street, retiring from clinical practice after seeing the first patient in that facility. Also, he was pleased to initiate the P. Tennyson and Marianna Williams Development Fund supporting faculty development in his beloved field.

Upon retiring as chair and phasing out of patient care activities, Dr. Williams pursued a longtime interest in photography. In addition to his traditional photography, he developed quite a unique approach by incorporating x-ray techniques. Many of his photos were often on display at the Faculty Club.

On behalf of the entire university community, the Board of Trustees expresses to the family and loved ones of Dr. P. Tennyson "Tenny" Williams 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.

### **Marvin R. Zahniser**

The Board of Trustees of The Ohio State University expresses its sorrow regarding the death on December 31, 2020, of Marvin R. Zahniser, Professor Emeritus in the Department of History. He was 86.

Marvin Zahniser was born in New Kensington, Pennsylvania. He was educated at Greenville College (BA), University of Michigan (MA) and the University of California, Santa Barbara (PhD).

In 1965, after teaching a year each at the University of Washington and the University of Iowa, he came to Ohio State, where he taught the history of U.S. foreign relations for 27

years. While at Ohio State, Professor Zahniser served as Assistant Vice Provost for the College of Arts and Sciences, Associate Dean for Faculty Affairs for the College of Arts and Sciences, and Department of History Chair. He took great pride in the many doctoral students he directed and delighted in teaching undergraduates as well. He was devoted to the university and to his colleagues, whom he admired.

After taking early retirement from Ohio State in 1992, Professor Zahniser moved to New Orleans, where he taught at a historically black liberal arts college, Dillard University. He later returned to Columbus and taught at the Pontifical College Josephinum (PCJ) part-time.

During his career, Professor Zahniser authored three books and edited a fourth, in addition to writing several articles, on the topic of U.S.-French relations. He was a member of the Society for Historians

of American Foreign Relations (SHAFR) and the Conference on Faith and History, a society of evangelical historians, which he co-founded. In addition, he spent time as trustee for Spring Arbor University and, later, Northern Baptist Seminary. He also served on the PCJ Board's Education Committee and on the Historical Archives Committee of the Free Methodist Church.

He and his wife of 64 years, Adrienne Allen Zahniser, established academic scholarships at Greenville College, Dillard University, Ohio State, and – jointly with the Diocese of Columbus – an encouragement fund for students attending PCJ. In addition, they generously supported the following organizations: Hope Africa University in Bujumbura, Burundi; the Salvation Army; Lutheran Social Services; and the Marston Memorial Historical Archives of the Free Methodist Church.

Professor Zahniser's private life was a very happy one. His wife, Adrienne, was first his college classmate, then his best friend, then his skilled manuscript editor and critic, his chief comfort, and the mother of their three exemplary sons. His sons, Mark Howard, MD (Francine), Keith Allen, PhD, and Craig Alexander, RN (Amy), his daughters-in-law, and his grandchildren were a source of great pleasure and pride.

On behalf of the entire university community, the Board of Trustees expresses to the family and loved ones of Professor Marvin R. Zahniser 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.

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### **DISTINGUISHED SERVICE AWARDS**

Resolution No. 2021-107

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

WHEREAS the President's Cabinet has reviewed and supported the recommendations of the Distinguished Service Awards Committee for Dr. Carol Newcomb, PhD, and Mr. William Shkurti, BA '68, MPA '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

May 18-20, 2021, Board of Trustees Meetings

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

(See Appendix LXXI, page 1965)

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### **RATIFICATION OF COMMITTEE APPOINTMENTS 2021-2022**

Resolution No. 2021-108

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 Thaar  
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. Heminger (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\*

**ERIN P. HOEFLINGER**

Hiroyuki Fujita  
Alan A. Stockmeister  
John W. Zeiger  
Anand Shah\*  
Stephen D. Steinour  
Robert H. Schottenstein  
W.G. Jurgensen  
Cindy Hilsheimer

**AMY CHRONIS**

Gary R. Heminger (ex officio, voting)  
Kristina M. Johnson (ex officio, voting)  
Harold L. Paz (ex officio, voting)  
Bruce A. McPheron (ex officio, voting)  
Michael Papadakis (ex officio, voting)

\*NOTE: Governor-appointed terms for Cheryl L. Krueger and Anand Shah end May 13, 2021. They will continue to serve until their successors are appointed or until a period of 60 days has elapsed, whichever occurs first. At that time, Carly G. Sobol will be considered a member of the committees on which Mr. Shah currently serves, and Mr. Shah's successor will take Ms. Sobol's place on her current committees. Those changes will be ratified at the board meeting immediately following the new appointments.

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**REAPPOINTMENT OF A CHARTER TRUSTEE**

Resolution No. 2021-109

Synopsis: Approval of the reappointment of James D. Klingbeil as a Charter Trustee to the Board of Trustees is proposed.

WHEREAS the Board of Trustees established the position of Charter Trustee at its meeting on February 6, 2009, acknowledging that the establishment of such a position had the potential of further strengthening the governance capacity of the board; and

WHEREAS the Ohio State University is one of the premier public land-grant institutions in the country and, in execution of its mission, embraces education on a state, national and global scale; and

WHEREAS the complex and multi-faceted nature of the university — in its mission, its character, its constituencies and its financing — calls for extraordinary leadership at the highest levels; and

WHEREAS the governance of the university would be well-served by Charter Trustees whose attributes include but are not limited to diverse cultural, geographic, business, professional, public service and civic backgrounds; and

WHEREAS the board added a number of guidelines, including the following:

Charter Trustees shall be non-Ohio residents and shall be chosen on the basis of the following attributes: Ohio State University alumna/alumnus or friend of the university; success in his or her chosen field or profession; state, national or international prominence; ability to advocate for higher education; and willingness and ability to offer counsel; and

WHEREAS James D. Klingbeil of San Francisco, California, is a distinguished alumnus of The Ohio State University, and has a record of extraordinary service to the university through his philanthropy and dedication to the Foundation Board; through his career of significant accomplishment as founder of the Klingbeil Company and current position as chairman of Klingbeil Capital Management; and through his expertise in areas critical to the mission of the university and to the work of the Board of Trustees proven to be an exemplary embodiment of all of those qualities deemed most desirable in a Charter Trustee:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the reappointment of James D. Klingbeil as a Charter Trustee to serve a third three-year term effective May 14, 2021, and ending May 13, 2024.

\*\*\*

#### PERSONNEL ACTIONS

Resolution No. 2021-110

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 February 25, 2021, meeting of the board, including the following appointments and contract updates:

##### Reappointment

Name:	Eugene D. Smith
Title:	Senior Vice President and Wolfe Foundation Endowed Athletics Director
Unit:	Athletics
Term:	July 1, 2021 through June 30, 2026

\*\*\*

**APPROVAL OF EXECUTIVE COMPENSATION PHILOSOPHY AND STRATEGY**

Resolution No. 2021-111

Synopsis: Approval of the Executive Compensation Philosophy and Strategy, which will supersede and replace the Total Compensation Philosophy for University Executives and the Procedure for Setting and Reviewing Compensation for University Executives, is proposed.

WHEREAS in order to fulfill its mission and meet institutional hiring needs and priorities, the university must attract and retain outstanding executives; and

WHEREAS a compensation philosophy and strategy are important components in providing a foundation for the design and administration of executive compensation; and

WHEREAS the university's Board of Trustees approved the current Total Compensation Philosophy for University Executives and the Procedure for Setting and Reviewing Compensation for University Executives on August 28, 2015; and

WHEREAS the Board of Trustees approved changes to the Procedure for Setting and Reviewing Compensation for University Executives on November 6, 2015, June 3, 2016, January 27, 2017, and February 22, 2019; and

WHEREAS the Board of Trustees desires to supersede and replace the Total Compensation and Philosophy for University Executives and the Procedure for Setting and Reviewing Compensation for University Executives with the attached Executive Compensation Philosophy and Strategy:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the attached Executive Compensation Philosophy and Strategy dated April 26, 2021.

(See Appendix LXXII, page 1966)

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**THIRD AMENDMENTS TO THE OHIO STATE UNIVERSITY  
RETIREMENT CONTINUATION PLANS  
AMENDED AND RESTATED EFFECTIVE AS OF FEBRUARY 1, 2016**

Resolution No. 2021-112

Synopsis: Approval of the Third Amendments to The Ohio State University Retirement Continuation Plan and The Ohio State University Retirement Continuation Plan II (the "Plans" or "RCP" and "RCP II," respectively) is proposed.

WHEREAS the RCP was established effective July 1, 2001, and the RCP II was established effective September 1, 2012; and

WHEREAS the Plans were most recently amended and restated effective as of February 1, 2016, and were subsequently amended effective as of February 1, 2016 and January 1, 2020; and

WHEREAS pursuant to Section 15.01 of each Plan, the university desires to make amendments available to the Plans under the SECURE Act and make certain other discretionary changes:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees approves that the Third Amendment to the RCP, in the form attached hereto as Exhibit A, and the Third Amendment to the RCP II, in the form attached hereto as Exhibit B, be and hereby are adopted effective as stated therein; and

BE IT FURTHER RESOLVED, That the Senior Vice President for Business and Finance and Chief Financial Officer is hereby authorized to execute the Third Amendment to the RCP and RCP II and any other agreements, certificates, instruments, documents, or conveyances necessary to effectuate or carry out the purpose and intent of the amendment.

(See Appendix LXXIII, page 1975)

\*\*\*

**APPROVAL OF THE RESEARCH, INNOVATION AND STRATEGIC PARTNERSHIPS COMMITTEE CHARTER**

Resolution No. 2021-113

Synopsis: Approval of the Research, Innovation and Strategic Partnerships Committee charter is proposed.

WHEREAS the Board of Trustees may adopt individual committee charters, consistent with committee descriptions, that set forth further information and definition regarding the committee's charge, committee composition, or the delegated authority and responsibilities of each committee; and

WHEREAS the delineation and description of each committee function will enable the board to be more effective in the execution of its duties and responsibilities; and

WHEREAS the Board of Trustees created its Research, Innovation and Strategic Partnerships Committee effective February 25, 2021; and

WHEREAS section 3335-1-02(C)(1)(f) of the *Bylaws of The Ohio State University Board of Trustees* sets forth the description of the Board of Trustees' Research, Innovation and Strategic Partnerships Committee; and

WHEREAS the Research, Innovation and Strategic Partnerships Committee has developed a proposed charter, consistent with that description, that reflects its status as a standing committee of the Board of Trustees, and that charter has been fully reviewed by the committee; and

WHEREAS the Research, Innovation and Strategic Partnerships Committee shall be governed by the rules set forth in this Research, Innovation and Strategic Partnerships Committee charter:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the attached Research, Innovation and Strategic Partnerships Committee charter.

(See Appendix LXXIV, page 1982)

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**EXPRESSION OF APPRECIATION: HONDA-OHIO STATE PARTNERSHIP**

Resolution No. 2021-14

WHEREAS on October 12, 2000, Honda and The Ohio State University formalized the Honda-Ohio State Partnership by signing a memorandum of understanding; and

WHEREAS in 2015, Honda and Ohio State established a new memorandum of understanding reaffirming the partnership, creating a new joint leadership structure with dedicated co-directors for the partnership, and committing to the development of a new innovative business model for the Transportation Research Center to better support the future needs of Honda, Ohio State and the mobility industry; and

WHEREAS on April 1, 2021, Honda and Ohio State signed a new memorandum of understanding to continue advancing the Honda-Ohio State Partnership by building the vision for a world class partnership, expanding upon the collaborative relationship between Honda and Ohio State, and creating a future-looking strategic vision for this partnership; and

WHEREAS over the past two decades, this collaboration has brought numerous benefits to both institutions and has helped develop and breed innovation; and

WHEREAS the Honda-Ohio State Partnership is an example of how Ohio's industries, and specifically Honda, collaborate with Ohio State to build a better and brighter future; and

WHEREAS this partnership has created educational opportunities for Ohio State students and Honda associates, enabling them to learn and grow to prepare for widespread domestic and global advancement of the mobility industry:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby expresses its appreciation for and recognizes the 20th anniversary of the Honda-Ohio State Partnership and celebrates Honda's renewed commitment to Ohio State for the future.

(See Appendix LXXV, page 1984)

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**APPROVAL OF THE  
ACADEMIC AFFAIRS AND STUDENT LIFE COMMITTEE CHARTER**

Resolution No. 2021-115

Synopsis: Approval of the revised Academic Affairs and Student Life Committee charter is proposed.

WHEREAS the Board of Trustees may adopt individual committee charters, consistent with committee descriptions, that set forth further information and definition regarding the committee's charge, committee composition, or the delegated authority and responsibilities of each committee; and

WHEREAS the delineation and description of each committee function will enable the board to be more effective in the execution of its duties and responsibilities; and

WHEREAS section 3335-1-02(C)(1)(a) of the *Bylaws of The Ohio State University Board of Trustees* sets forth the description of the Board of Trustees' Academic Affairs and Student Life Committee; and

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WHEREAS the Academic Affairs and Student Life Committee has developed a proposed charter, consistent with that description, that reflects its status as a standing committee of the Board of Trustees, and that charter has been fully reviewed by the committee; and

WHEREAS the Academic Affairs and Student Life Committee shall be governed by the rules set forth in this Academic Affairs and Student Life Committee charter:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the attached Academic Affairs and Student Life Committee charter.

(See Appendix LXXVI, page 1987)

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### **JOSEPH SULLIVANT MEDAL**

Resolution No. 2021-116

Synopsis: Approval of the awarding of the Joseph Sullivant Medal is proposed.

WHEREAS the Joseph Sullivant Medal is awarded once every five years as a memorial to the eminent services of Joseph Sullivant who, as a member of the first Board of Trustees, contributed significantly in determining the character and future of The Ohio State University; and

WHEREAS pursuant to the procedure established by the Board of Trustees, nominations for the award were referred through the Dean of the Graduate School to a Board of Award appointed by the President; and

WHEREAS after a careful review of the nominations, the Board of Award recommended to the President that Dr. N. Geoffrey Parker, Distinguished University Professor and Andreas Dorpalen Professor of European History, be the recipient of this award; and

WHEREAS the President, in support of their recommendation and on behalf of the Board of Trustees, authorizes the granting of this medal at a time convenient to the university and the recipient:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the Joseph Sullivant Medal be presented to Dr. N. Geoffrey Parker in accordance with the provisions for granting this award.

(See Appendix LXXVII, page 1989)

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### **APPROVAL TO ESTABLISH THE FARM FINANCIAL MANAGEMENT AND POLICY INSTITUTE**

Resolution No. 2021-117

Synopsis: Approval to establish the Farm Financial Management and Policy Institute, housed in Ohio State University Extension, College of Food, Agricultural, and Environmental Sciences (CFAES), is proposed.

WHEREAS Ohio Revised Code 3335.38 stipulates that The Ohio State University shall establish a farm financial management institute "to train interested and qualified persons to assist farmers needing help with farm financial management problems;" and

WHEREAS the Farm Financial Management and Policy Institute will be a unified center for the integration, translation and communication of critical farm financial management and policy issues affecting Ohioans; and

WHEREAS the vision is to build the foundation for a safe, secure and sustainable food system for Ohio and beyond by fostering the resources of one of the largest land-grant universities to produce revolutionary research, creative translation, innovative education and unparalleled partnerships; and

WHEREAS the vision and mission are highly relevant and fully aligned with the university's vision to be the model 21st-century public, land-grant, research, urban, community-engaged institution and with CFAES' grand challenge areas of Sustainability, One Health, the Rural-Urban Interface, and Preparing the Next Generation of Scientists and Leaders; and

WHEREAS the Farm Financial Management and Policy Institute has the support of the Office of Academic Affairs and CFAES:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the establishment of the Farm Financial Management and Policy Institute.

(See Appendix LXXVIII, page 1991)

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**APPROVAL TO ESTABLISH A MASTER OF SCIENCE IN  
IMMUNOLOGY AND MICROBIAL PATHOGENESIS DEGREE**

Resolution No. 2021-118

COLLEGE OF MEDICINE

Synopsis: Approval to establish a Master of Science in Immunology and Microbial Pathogenesis degree in the College of Medicine is proposed.

WHEREAS the university is proposing to create a graduate program that would award students a Master of Science in Immunology and Microbial Pathogenesis degree; and

WHEREAS the new program would supply highly skilled individuals to the biomedical workforce in Ohio by offering focused, formal, hands-on education for those seeking careers in academic, pharmaceutical, biotech, agriculture, government and public health fields; and

WHEREAS graduates will have a marketable skill set with a foundational knowledge of health-related human immunology and microbial pathogenesis, and they will be able to contribute to the State of Ohio's efforts, especially in this time of emerging pathogens and the need for rapid development of diagnostics and therapeutic interventions; and

WHEREAS the program has a minimum of 40 credit hours, can be completed in five terms, will be offered in a mixed mode of delivery, will have a program director and be administered through the Department of Microbial Infection and Immunity, and have a running average of 12 students; and

WHEREAS the proposal meets the expectations related to funding, facilities and assessment for new degree programs; and

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WHEREAS the proposal has the support of the College of Medicine and the Departments of Microbiology and Veterinary Biosciences, and the Biomedical Sciences Graduate Program; and

WHEREAS the University Senate approved this proposal on March 25, 2021:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the proposal to establish a Master of Science in Immunology and Microbial Pathogenesis degree.

(See Appendix LXXIX, page 1992)

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### **AMENDMENTS TO THE RULES OF THE UNIVERSITY FACULTY**

Resolution No. 2021-119

Synopsis: Approval of the following amendments to the *Rules of the University Faculty* is proposed.

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

WHEREAS the proposed changes to rules 3335-6-04(A)(3) and 3335-7-07 in the *Rules of the University Faculty* were approved by the University Senate on April 22, 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 LXXX, page 1993)

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### **APPROVAL TO RENAME THE CENTER FOR SLAVIC AND EAST EUROPEAN STUDIES TO THE CENTER FOR SLAVIC, EAST EUROPEAN AND EURASIAN STUDIES**

Resolution No. 2021-120

OFFICE OF INTERNATIONAL AFFAIRS

Synopsis: Approval to change the name of the Center for Slavic and East European Studies to the Center for Slavic, East European and Eurasian Studies is proposed.

WHEREAS the Center for Slavic and East European Studies is an interdisciplinary center housed in the Office of International Affairs; and

WHEREAS East European and Eurasian area studies is facilitated by the presence of approximately 90 area specialist faculty members who teach more than 250 different courses in languages and area studies; and

WHEREAS the center's research and teaching mission has expanded to include Central Asia and Eurasia more broadly, including the Caucasus region and the countries of Kazakhstan, Kirghizstan, Tajikistan, Turkmenistan and Uzbekistan; and

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WHEREAS the center proposes to adopt the name the Center for Slavic, East European and Eurasian Studies to better reflect its expanded mission and to align with similar centers at peer institutions; and

WHEREAS the University Senate approved this proposal on March 25, 2021:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves renaming the Center for Slavic and East European Studies to the Center for Slavic, East European and Eurasian Studies.

\*\*\*

**APPROVAL TO RENAME THE DEPARTMENT OF MANAGEMENT SCIENCES  
TO THE DEPARTMENT OF OPERATIONS AND BUSINESS ANALYTICS**

Resolution No. 2021-121

FISHER COLLEGE OF BUSINESS

Synopsis: Approval to change the name of the Department of Management Sciences to the Department of Operations and Business Analytics is proposed.

WHEREAS the research and teaching foci of the Department of Management Sciences have shifted substantially to operations management, and the department has high national rankings in this area; and

WHEREAS many faculty members have significant training in analytics and the department is the home to the business analytics minor program and the Specialized Master's in Business Analytics program, and this focus on analytics will help promote strong intra-college collaboration; and

WHEREAS the department faculty and Fisher College of Business leadership support the proposal to change the name of the Department of Management Sciences to the Department of Operations and Business Analytics; and

WHEREAS the University Senate approved this proposal on April 22, 2021:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves renaming the Department of Management Sciences to the Department of Operations and Business Analytics.

\*\*\*

**DEGREES AND CERTIFICATES**

Resolution No. 2021-122

Synopsis: Approval of degrees and certificates for summer term 2021 is proposed.

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

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

NOW THEREFORE

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BE IT RESOLVED, That the Board of Trustees hereby approves the degrees and certificates to be conferred on August 8, 2021, to those persons who have completed the requirements for their respective degrees and certificates and are recommended by the colleges and schools.

(See FY2022 minutes for full list of official degrees and certificates)

\*\*\*

### HONORARY DEGREES

Resolution No. 2021-123

Synopsis: Approval of the below honorary degrees is proposed.

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

Joyce Beatty	Honorary Doctor of Public Service
Jamie Dimon	Honorary Doctor of Business Administration
Ellen Ochoa	Honorary Doctor of Science

NOW THEREFORE

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

(See Appendix LXXXI, page 1996)

\*\*\*

### FACULTY PERSONNEL ACTIONS

Resolution No. 2021-124

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 February 25, 2021, meeting of the board, including the following appointments, appointments/reappointments of chairpersons, faculty professional leaves and emeritus titles:

#### Appointments

Name: JEFFREY J. CHALMERS  
Title: Professor (Helen C. Kurtz Chair in Chemical Engineering)  
College: Engineering  
Term: July 1, 2020 through June 30, 2025

Name: \*LAURA DUGAN  
Title: Professor (Ralph Mershon Designated Professorship of Human Security)  
College: Arts and Sciences  
Term: August 15, 2021 through August 14, 2026

Name: TODD GANNON  
Title: Professor (Robert S. Livesey Professorship in Architecture)  
College: Engineering  
Term: March 1, 2018 through May 31, 2021

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Name: PIERRE GIGLIO  
Title: Associate Professor-Clinical (Esther Dardinger Endowed Chair in Neuro-Oncology)  
College: Medicine  
Term: June 1, 2021 through June 30, 2025

Name: MARIA B. IGNATIEVA  
Title: Professor (Martha W. Farmer Endowed Professorship in Theatre)  
Campus: Lima  
Term: July 1, 2021 through June 30, 2023

Name: LISA A. LANG  
Title: Professor (Dr. and Mrs. Julian B. Woelfel Chair in Dentistry)  
College: Dentistry  
Term: July 1, 2021 through June 30, 2026

Name: DANA RENGA  
Title: Divisional Dean, Arts and Humanities  
College: Arts and Sciences  
Term: July 1, 2021 through June 30, 2026

\*New Hire

Reappointments:

Name: WILLIAM E. CARSON III  
Title: Professor (John B. and Jane T. McCoy Chair in Cancer Research)  
College: Medicine  
Term: July 1, 2021 through June 30, 2025

Name: JOHN W. CHRISTMAN  
Title: Professor (John A. Prior Professorship)  
College: Medicine  
Term: July 1, 2019 through June 30, 2023

Name: STEVEN K. CLINTON  
Title: Professor (Robert A. and Martha O. Schoenlaub Cancer Research Chair)  
College: Medicine  
Term: July 1, 2021 through June 30, 2025

Name: DATTA V. GAITONDE  
Title: Professor (The John Glenn Endowed Chair for Technology and Space Exploration and Ohio Research Scholar in Advanced Propulsion Systems Integration)  
College: Engineering  
Term: July 1, 2020 through June 30, 2025

Name: PATRICK L. GREEN  
Title: Professor (Robert H. Rainier Endowed Chair in Industrial Veterinary Medicine and Research)  
College: Veterinary Medicine  
Term: January 1, 2021 through June 30, 2023

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Name: WAEL N. JARJOUR  
Title: Professor-Clinical (Martha Morehouse Chair in Arthritis and Immunology Research)  
College: Medicine  
Term: July 1, 2021 through June 30, 2025

Name: SORABH KHANDELWAL  
Title: Professor (Samuel J. Kiehl III MD Professorship in Emergency Medicine)  
College: Medicine  
Term: April 1, 2021 through June 30, 2025

Name: SUSAN L. KOLETAR  
Title: Professor-Clinical (Frank E. and Mary W. Pomerene Professorship in the Prevention and Treatment of Infectious Diseases)  
College: Medicine  
Term: July 1, 2021 through June 30, 2025

Name: PETER E. LARSEN  
Title: Professor (Dr. Larry J. Peterson Endowed Professorship in Oral and Maxillofacial Surgery)  
College: Dentistry  
Term: October 1, 2019 through September 30, 2023

Name: ALAN MICHAELS  
Title: Professor (Edwin M. Cooperman Chair in Law)  
College: Moritz College of Law  
Term: January 31, 2021 through January 31, 2026

Name: W. JERRY MYSIW  
Title: Professor (Dr. Ernest W. Johnson Chair)  
College: Medicine  
Term: July 1, 2021 through June 30, 2022

Name: ANIL V. PARWANI  
Title: Professor-Clinical (Donald A. Senhauser, MD, Chair in Pathology)  
College: Medicine  
Term: December 1, 2021 through June 30, 2025

Name: KAMAL S. POHAR  
Title: Associate Professor (Julius Skestos and Diana Skestos Chair in Urology)  
College: Medicine  
Term: December 1, 2021 through June 30, 2025

Name: MATTHEW D. RINGEL  
Title: Professor (Ralph W. Kurtz Chair in Hormonology)  
College: Medicine  
Term: July 1, 2021 through June 30, 2025

Name: ORLANDO P. SIMONETTI  
Title: Professor (John W. Wolfe Professorship in Cardiovascular Research)  
College: Medicine

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Term: October 1, 2021 through June 30, 2025  
Name: MARCIA M. WORLEY  
Title: Professor-Clinical (Merrell Dow Professorship in Pharmaceutical Administration)  
College: Pharmacy  
Term: January 31, 2020 through June 30, 2023

(See Appendix LXXXII, page 1999)

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## REVOCATION OF EMERITUS STATUS

Resolution No. 2021-125

SAMSON JACOB

Synopsis: The revocation of the professor emeritus title of Samson Jacob is proposed.

WHEREAS The Ohio State University is committed to maintaining integrity and transparency in research endeavors; and

WHEREAS to further these values, the university requires community members who conduct research to adhere to the university's high standards for research integrity, as reflected in the Research Misconduct Policy; and

WHEREAS Samson Jacob was named a professor emeritus in the Department of Cancer Biology and Genetics in the College of Medicine, effective September 1, 2016; and

WHEREAS a College of Medicine Investigation Committee determined in February 2021 that Samson Jacob had committed research misconduct related to 14 allegations; and

WHEREAS the Dean of the College of Medicine and the Executive Vice President and Provost affirmed the findings of the investigation committee; and

WHEREAS under section 3335-5-36(E) of the *Rules of the University Faculty*, the President, subject to the approval of the Board of Trustees, shall have the authority to revoke emeritus status if an emeritus faculty member at any time engages in serious dishonorable conduct in violation of law, rule, or policy and/or causes harm to the university's reputation; and

WHEREAS the President recommends that the university revoke said emeritus title from Samson Jacob:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the revocation of the professor emeritus title from Samson Jacob.

(See Appendix LXXXIII, page 2018)

\*\*\*

**REVOCATION OF EMERITUS STATUS**

Resolution No. 2021-126

BRADLEY PETERSON

Synopsis: The revocation of the professor emeritus title bestowed on Bradley Peterson is proposed.

WHEREAS members of the university community have the right to be free from all forms of sexual misconduct which impede the realization of the university's mission of distinction in education, scholarship and service; and

WHEREAS the university's interim Sexual Misconduct Policy 1.15 states that "all members of the university community are expected to conduct themselves in a manner that maintains an environment free from sexual misconduct;" and

WHEREAS Bradley Peterson was named a professor emeritus in the Department of Astronomy in the College of Arts and Sciences, effective July 1, 2015; and

WHEREAS an Office of Institutional Equity investigation found that there was sufficient evidence to find that Bradley Peterson had engaged in sexual harassment involving four graduate students and faculty members over an extended period; and

WHEREAS the investigation found that the sexual harassment was persistent and pervasive; and

WHEREAS under section 3335-5-36(E) of the *Rules of the University Faculty*, the President, subject to the approval of the Board of Trustees, shall have the authority to revoke emeritus status if an emeritus faculty member at any time engages in serious dishonorable conduct in violation of law, rule or policy and/or causes harm to the university's reputation; and

WHEREAS the President, in alignment with recommendations from the interim chair of the Department of Astronomy, the Dean of the College of Arts and Sciences, and the Executive Vice President and Provost, recommends that the university revoke said emeritus title from Bradley Peterson:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the revocation of the professor emeritus title from Bradley Peterson.

(See Appendix LXXXIV, page 2019)

\*\*\*

**APPROVAL OF MASTER PLANNING AND FACILITIES COMMITTEE CHARTER**

Resolution No. 2021-127

Synopsis: Approval of the revised Master Planning and Facilities Committee charter is proposed.

WHEREAS the Board of Trustees may adopt individual committee charters, consistent with committee descriptions, that set forth further information and definition regarding the committee's charge, committee composition, or the delegated authority and responsibilities of each committee; and

WHEREAS the delineation and description of each committee function will enable the board to be more effective in the execution of its duties and responsibilities; and

WHEREAS section 3335-1-02(C)(1)(d) of the *Bylaws of the Ohio State University Board of Trustees* sets forth the description of the Board of Trustees' Master Planning and Facilities Committee; and

WHEREAS the Master Planning and Facilities Committee has developed a proposed charter, consistent with that description, that reflects its status as a standing committee of the Board of Trustees, and that charter has been fully reviewed by the committee; and

WHEREAS the Master Planning and Facilities Committee shall be governed by the rules set forth in this Master Planning and Facilities Committee charter:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the attached Master Planning and Facilities Committee charter.

(See Appendix LXXXV, page 2020)

\*\*\*

**APPROVAL OF INTERIM CAPITAL INVESTMENT PLAN FOR FISCAL YEAR 2022**

Resolution No. 2021-128

Synopsis: Authorization and acceptance of the Interim Capital Investment Plan for the fiscal year ending June 30, 2022 is proposed.

WHEREAS the university has not yet finalized its operating budget for fiscal year 2022; and

WHEREAS the Interim Capital Investment Plan will allow the university to begin or continue capital projects in support of strategic goals during the period from July 1, 2021 through August 31, 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 final Fiscal Year 2022 Capital Investment Plan will be presented for consideration at the August 2021 Board of Trustees meeting:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the Interim Capital Investment Plan for the fiscal year ending June 30, 2022; and

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

(See Appendix LXXXVI, page 2022)

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**APPROVAL OF OHIO STATE ENERGY PARTNERS UTILITY SYSTEM  
INTERIM CAPITAL IMPROVEMENTS PLAN FOR FISCAL YEAR 2022**

Resolution No. 2021-129

Midwest Campus Heating and Cooling Building Conversion – 79-22-EXP  
Equine Performance Evaluation Arena Utility Systems – 85-22-EXP  
Relocated Greenhouse Natural Gas Service – 120-22-EXP  
Biomedical and Materials Engineering Complex, Phase 2 Utility Systems – 121-22-EXP

Synopsis: Approval of the Ohio State Energy Partners LLC (“OSEP”) Fiscal Year 2022 interim capital improvements plan and authorization for OSEP to make capital improvements 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 OSEP to annually submit a utility system Capital Improvement Projects plan (“OSEP CIP”) for university approval; and

WHEREAS the plan includes requested approval of these utility system capital improvement projects for the fiscal year beginning July 1, 2021; and

WHEREAS the university has not finalized its operating budget or capital investment plan for Fiscal Year 2022; and

WHEREAS it is necessary to begin or continue these time-sensitive utility systems projects until the fiscal year operating and capital plans are finalized and adopted; and

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

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

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

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

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

WHEREAS the Audit, Finance and 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 2022 interim OSEP CIP as outlined in the attached materials; and

BE IT FURTHER RESOLVED, That the Board of Trustees authorizes OSEP to proceed with these Fiscal Year 2022 capital improvements to the utility system as outlined in the attached materials.

(See Appendix LXXXVII, page 2024)

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

Resolution No. 2021-130

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

- Campbell Hall Renovation
- CFAES Wooster – Fisher Auditorium Renovation
- Newark – Founders Hall Enhancements
- WMC Loading Dock Expansion and Renovation

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

- Energy Advancement and Innovation Center
- Newton Hall Renovation and New Nursing Building

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 for the following projects; and

	Prof. Serv. Approval Requested	Total Requested	
Campbell Hall Renovation	\$4M	\$4M	state funds
CFAES Wooster – Fisher Auditorium Renovation	\$1.2M	\$1.2M	state funds
Newark – Founders Hall Enhancements	\$2.4M	\$2.4M	state funds
WMC Loading Dock Expansion and Renovation	\$1.3M	\$1.3M	auxiliary funds

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

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	Prof. Serv. Approval Requested	Construction Approval Requested	Total Requested	
Energy Advancement and Innovation Center	\$3.2M	\$7.2M	\$10.4M	university funds
Newton Hall Renovation and New Nursing Building	\$0.6M	\$4.5M	\$5.1M	partner funds fundraising state funds university funds

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

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

(See Appendix LXXXVIII, page 2026)

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**APPROVAL FOR SALE OF REAL PROPERTY**

LAND NEAR WEST DUBLIN GRANVILLE ROAD  
CITY OF COLUMBUS, FRANKLIN COUNTY, OHIO

Resolution No. 2021-131

Synopsis: Authorization to sell real property held by the Board of Trustees of The Ohio State University described as vacant land near West Dublin Granville Road, north of Don Scott Airport, in the City of Columbus, Ohio, is proposed.

WHEREAS the Board of Trustees of The Ohio State University seeks to sell to Dave Fox Remodeling Inc. approximately 1.44 acres of real property described as a vacant site near West Dublin Granville Road, the exact acreage to be determined by survey, located in the City of Columbus, Franklin County, Ohio and north of Don Scott Airport; and

WHEREAS the site is adjacent to the buyer's property and the buyer has requested to purchase the land; and

WHEREAS the university has determined the disposition will not conflict with university's plans at the airport or with other programming; and

NOW THEREFORE

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

(See Appendix LXXXIX, page 2032)

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**APPROVAL FOR PURCHASE OF REAL PROPERTY**

Resolution No. 2021-132

149,000 SQ FT OF PUBLIC STREET AND INTERCONNECTING PUBLIC ALLEYS  
BETWEEN 9<sup>TH</sup> AND 11<sup>TH</sup> AVENUES  
COLUMBUS, FRANKLIN COUNTY, OHIO

Synopsis: Authorization to purchase property from the City of Columbus, specifically those vacated streets and alleys described as 11th Avenue between Neil Avenue and North High Street, together with interconnecting public alleys located between 9th and 11th Avenues in Columbus, Ohio, and being approximately 149,000 sq ft of land, is proposed.

WHEREAS at the request of the university, the City of Columbus has offered to vacate and sell the above described street(s) and alleys subject to approval of the sale by the Columbus City Council and subject to retention of a general utility easement for public utilities currently located in the streets and alleys, and an appraisal of the property that supports the purchase price that is being offered to the city to sell the property to the university, all to be documented in a written agreement; and

WHEREAS the purchase of this property supports Framework 2.0 and the Comprehensive Transportation and Parking Plan; and

WHEREAS the appropriate university offices have determined that the purchase of this property would be in the best interest of the university:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the President and/or Senior Vice President for Business and Finance shall be authorized to take any action required to effect the acquisition of the land upon the terms and conditions deemed to be in the best interest of the university.

(See Appendix XC, page 2034)

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**APPROVAL FOR PURCHASE OF REAL PROPERTY**

Resolution No. 2021-133

0.373 ACRES ON HUGHES STREET,  
COLUMBUS, FRANKLIN COUNTY, OHIO

Synopsis: Authorization to purchase property from the City of Columbus, described as Hughes Street between Hawthorne Avenue and Phale D. Hale Drive, Columbus, Ohio, and being 0.373 acres of land, is proposed.

WHEREAS at the request of the university, the City of Columbus has offered to vacate and sell the above-described street for \$1.25 per square foot, subject to approval of the sale by the Columbus City Council; and

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WHEREAS the purchase of this property supports the university's plan for redevelopment of land west of the current Hospital East; and

WHEREAS the appropriate university offices have determined that the purchase of this property would be in the best interest of the university:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the purchase of the aforementioned property as described; and

BE IT FURTHER RESOLVED, That the President and/or Senior Vice President for Business and Finance shall be authorized to take any action required to effect the acquisition of the land upon the terms and conditions deemed to be in the best interest of the university.

(See Appendix XCI, page 2036)

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### **APPROVAL FOR LEASE OF REAL PROPERTY**

BUILDING AND PROPERTY LOCATED AT 420 EAST 19TH AVENUE,  
FORMERLY KNOWN AS INDIANOLA MIDDLE SCHOOL,  
COLUMBUS, FRANKLIN COUNTY, OHIO

Resolution No. 2021- 134

Synopsis: Authorization to lease property to Metro Early College High School and Independent STEM School, an Ohio nonprofit corporation, to include the entire building together with the real estate upon which it is located at 420 East 19th Avenue, Columbus, Ohio, and formerly known as Indianola Middle School, is proposed.

WHEREAS the university purchased the property in 2018 from Columbus Public Schools for \$2.35M; and

WHEREAS in lieu of rent, Metro Early College High School shall enter into the necessary partnerships and acquire and invest the necessary funding to renovate the building listed on the National Register of Historic Places to reactivate the building to its original use as an educational facility; and

WHEREAS the agreement to lease the property in "as is" "where is" condition is contingent upon Metro Early College High School entering into a funding agreement with Battelle Memorial Institute and receiving an award for additional funding from the Ohio Facilities Construction Commission; and

WHEREAS the appropriate university offices have determined that the lease of this property would be in the best interest of the university:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the lease of the aforementioned real property; and

BE IT FURTHER RESOLVED, That the President and/or Senior Vice President for Business and Finance shall be authorized to take any action required to effect the lease of property upon the terms and conditions deemed to be in the best interest of the university.

(See Appendix XCII, page 2038)

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**APPROVAL FOR A PERPETUAL SEWER EASEMENT**

2.301 ACRES ALONG OLENTANGY RIVER ROAD,  
COLUMBUS, FRANKLIN COUNTY, OHIO

Resolution No. 2021-135

Synopsis: Authorization to grant a perpetual sewer easement located along Olentangy River Road, Columbus, Franklin County, Ohio, to the City of Columbus is proposed.

WHEREAS The Ohio State University seeks to grant a perpetual sewer easement to the City of Columbus; and

WHEREAS the easement is needed to support the City's Lower Olentangy Tunnel project, which will construct a 12-foot diameter tunnel that will improve surface water quality and reduce combined sewer overflows to the Olentangy River:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees approves the granting of this perpetual sewer easement as outlined; and

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

(See Appendix XCIII, page 2040)

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**APPROVAL TO ENTER INTO A JOINT USE AGREEMENT**

BETWEEN THE OHIO STATE UNIVERSITY  
AND THE CHARITABLE PHARMACY OF CENTRAL OHIO

Resolution No. 2021-136

Synopsis: Authorization to enter into a Joint Use Agreement (JUA) with the Charitable Pharmacy of Central Ohio, an Ohio nonprofit agency, to document the value and permit the release of funds appropriated in the State Capital Bill for improvements and renewal of several facilities, is proposed.

WHEREAS The Ohio State University was allocated \$50,000 in the 2020-2021 State Capital Bill that is specifically designated for use by the Charitable Pharmacy of Central Ohio; and

WHEREAS the Charitable Pharmacy will utilize the funds for the construction and renewal of a new facility in Columbus, Ohio; and

WHEREAS The Ohio State University has an opportunity to expand its partnerships and activities in Columbus and would benefit from having a space locally to support a variety of engagements; and

WHEREAS the Charitable Pharmacy commits to offering internships to Ohio State students as well as to making the space in the Charitable Pharmacy's facilities available for the university's use; and

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

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

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

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

NOW THEREFORE

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

(See Appendix XCIV, page 2042)

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### **APPROVAL TO ENTER INTO A JOINT USE AGREEMENT**

**BETWEEN THE OHIO STATE UNIVERSITY  
AND KNOX COUNTY REGIONAL AIRPORT AUTHORITY**

Resolution No. 2021-137

Synopsis: Authorization to enter into a Joint Use Agreement (JUA) with the Knox County Regional Airport Authority (KCRAA), a government entity organized and existing under the laws of the State of Ohio, to document the value and permit the release of funds appropriated in the State Capital Bill for construction of the Knox County Regional Airport Aviation Center, which will serve as a state-of-the-art training facility for youth or adult, hobbyist or commercial drone pilots, located at 6481 Kinney Road, Mt. Vernon, Ohio 43050, is proposed.

WHEREAS The Ohio State University was allocated \$900,000 in the 2021-2022 State Capital Bill that is specifically designated for use by KCRAA; and

WHEREAS the KCRAA will utilize the funds to partially fund design and construction of capital improvements to the Knox County Regional Airport, providing a building and facilities located on KCRAA grounds that can be used by the university for a wide variety of aviation-oriented educational, research and outreach programs, along with other vocational and cultural enrichment activities; and

WHEREAS The Ohio State University has an opportunity to create and expand the partnerships and activities in Mount Vernon and would benefit from having a space locally to support a variety of engagements; and

WHEREAS KCRAA commits to making the facilities available for the university's use; and

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

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

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

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

NOW THEREFORE

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

(See Appendix XCV, page 2043)

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**APPROVAL TO ENTER INTO A JOINT USE AGREEMENT**

BETWEEN THE OHIO STATE UNIVERSITY  
AND OHIO HILLS HEALTH SERVICES

Resolution No. 2021-138

Synopsis: Authorization to enter into a Joint Use Agreement (JUA) with Ohio Hills Health Services (OHHS), a not-for-profit community health care center, to document the value and permit the release of funds appropriated in the State Capital Bill for improvements and renewal of several facilities, is proposed.

WHEREAS The Ohio State University was allocated \$100,000 in the 2020-21 State Capital Bill that is specifically designated for use by OHHS; and

WHEREAS OHHS will utilize the funds for construction and capital equipment to outfit the new Monroe Family Health Center in Woodsfield, Ohio; and

WHEREAS The Ohio State University has an opportunity to expand its partnerships and activities in Monroe County and would benefit from having a space locally to support a variety of engagements; and

WHEREAS OHHS has committed to constructing telehealth capabilities in two of the patient exam rooms, which will provide patients access to medical specialists in partnership with The Ohio State University Wexner Medical Center and the Ohio State Health Network; and

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

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

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

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

NOW THEREFORE

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

(See Appendix XCVI, page 2044)

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**APPROVAL TO ENTER INTO A JOINT USE AGREEMENT**

BETWEEN THE OHIO STATE UNIVERSITY  
AND PAST FOUNDATION

Resolution No. 2021- 139

Synopsis: Authorization to enter into a Joint Use Agreement (JUA) with PAST Foundation, an Ohio nonprofit agency, to document the value and permit the release of funds appropriated in the State Capital Bill for construction of a new innovation lab in the PAST facility located at 1003 Kinnear Road, Columbus, Ohio, is proposed.

WHEREAS The Ohio State University was allocated \$300,000 in the 2021-2022 State Capital Bill that is specifically designated for use by PAST Foundation; and

WHEREAS PAST Foundation will utilize the funds to buildout a new digital learning lab in the PAST Innovation Center, located in Columbus, Ohio; and

WHEREAS The Ohio State University has an opportunity to expand its partnerships and activities with PAST Foundation and would benefit from having a space to support a variety of student programs; and

WHEREAS PAST Foundation commits to making the PAST Innovation Lab facility available for the university's use; and

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

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

WHEREAS the university's use of PAST Innovation Lab space will promote the university's mission to advance the well-being of the people of Ohio and the global community through the creation and dissemination of knowledge; and

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

NOW THEREFORE

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

(See Appendix XCVII, page 2045)

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**APPROVAL OF INTERIM OPERATING BUDGET  
FOR FISCAL YEAR 2022**

Resolution No. 2021-140

Synopsis: Authorization to make expenditures in Fiscal Year 2022 is proposed.

WHEREAS the State of Ohio Biennial Budget for State Fiscal Years 2022 and 2023, including funding levels for state institutions of higher education, is still pending in the Ohio General Assembly; and

WHEREAS the university has not yet finalized its operating budget for Fiscal Year 2022; and

WHEREAS this will allow the university to continue to advance the academic and financial goals during the period from July 1, 2021 through August 31, 2021; and

WHEREAS it is necessary to continue operating expenditures, including payment of faculty and staff, operation of the Wexner Medical Center and other auxiliaries and student instructional and support services prior to the time that the Fiscal Year 2022 operating budget is finalized and adopted; and

WHEREAS the Audit, Finance and Investment Committee has reviewed and recommends for approval the interim operating budget:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby authorizes the university to make operating expenditures consistent with the interim operating budget, pending the adoption of the Fiscal Year 2022 operating budget at the August 2021 Board of Trustees meeting.

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**APPROVAL OF 2021–2022 ACADEMIC YEAR  
TUITION AND MANDATORY FEES**

Resolution No. 2021-141

Synopsis: Approval of instructional and mandatory fees and non-residential and international surcharges for undergraduate and graduate students at all campuses of The Ohio State University for the Academic Year 2021-2022 is proposed.

WHEREAS the Board of Trustees of The Ohio State University supports the university's continued implementation of the Academic Plan and its initiatives to meet the needs of Ohio State students; and

WHEREAS the state budget contains higher education funding through the State Share of Instruction and special purpose appropriations; and

WHEREAS the university established the Ohio State Tuition Guarantee program in Fiscal Year 2018, which sets the cost of tuition, mandatory fees, and room and board rates for each incoming class of Ohio resident students for four years; and

WHEREAS Ohio resident students in the Tuition Guarantee cohort that began in Autumn of 2017 (Fiscal Year 2018) will move to the Tuition Guarantee cohort rates established for Fiscal Year 2019; and

WHEREAS Ohio resident students in the Tuition Guarantee cohorts that began in Fiscal Years 2019, 2020 and 2021 will continue at the rates established for their cohorts and will therefore see no change (0%) in their tuition, mandatory fees, and room and board rates for Academic Year 2021-2022; and

WHEREAS new first-year Ohio resident undergraduate students enrolled at all campuses in 2021-22 will be part of a new Ohio State Tuition Guarantee cohort; and

WHEREAS Ohio Revised Code 3345.48 establishes that institutions with tuition guarantee programs may increase the instructional and mandatory fees for each incoming class of first-year undergraduate students by the total of inflation (1.8% for Fiscal Year 2022 as defined by the 36-month average of the Consumer Price Index-Urban) and any tuition flexibility (2.0%) allowed under the State of Ohio biennial budget bill; and

WHEREAS the university administration now presents recommendations for tuition and mandatory fees and non-residential and international surcharges for the Columbus, Lima, Mansfield, Marion, and Newark campuses and for the Agricultural Technical Institute (ATI) at Wooster for the Academic Year 2021-2022:

NOW THEREFORE

BE IT RESOLVED That the Board of Trustees hereby approves the recommendation of the administration and hereby approves rates for the 2021-22 academic year for all campuses, effective Autumn semester 2021, as follows and as outlined in the attached document:

- That tuition, mandatory fees, housing rates and dining rates will be part of the Ohio State Tuition Guarantee for new first-year Ohio resident undergraduate students, and that tuition (the instructional fee and general fee) for this cohort will increase by 3.8%. Changes to housing and dining rates are addressed in the Academic Year 2021-2022 User Fees and Charges resolution; and

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- That tuition and mandatory fees for continuing Ohio resident undergraduate students — including previous Tuition Guarantee cohorts and students who began prior to the creation of the Ohio State Tuition Guarantee — will not increase; and
- That instructional and mandatory fees for graduate programs will not increase. Changes to differential fees for certain programs are addressed in the Academic Year 2021-2022 User Fees and Charges resolution; and
- That the non-resident surcharge for undergraduates and most graduate students will be increased by 5.0%. Exceptions for certain graduate programs are addressed in the Academic Year 2021-2022 User Fees and Charges resolution; and
- That the international surcharge for undergraduate students will not increase (0% change); and
- That the non-resident surcharge for a student taking all online course(s) over an entire semester and not pursuing an online degree or certificate program will be the same as the in-person student non-resident surcharge; and
- That the non-resident surcharge will not increase for a student pursuing an online degree or certificate program.

(See Appendix XCVIII, page 2046)

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**APPROVAL OF ACADEMIC YEAR 2021-2022  
USER FEES AND CHARGES**

Resolution No. 2021-142

Synopsis: User fees and charges at the Columbus and regional campuses of The Ohio State University for Academic Year 2021-2022 are proposed.

WHEREAS the Board of Trustees of The Ohio State University supports the university's continued implementation of the Academic Plan and its initiatives to meet the needs of Ohio State students; and

WHEREAS the university is committed to access, affordability and excellence; and

WHEREAS consultations have taken place within the university to determine the appropriate fees for graduate and professional programs, housing and dining charges, and student health insurance charges, as described in the accompanying text and tables, which have been reviewed and recommended:

NOW THEREFORE

BE IT RESOLVED That the Board of Trustees hereby approves the recommendation of the administration for the following rates, which are outlined in the attached document and will be effective Autumn semester 2021:

- Graduate and professional fees, including differential instruction and clinic, as well as the non-resident surcharge; and
- Housing and dining plans; and
- Student health plan.

(See Appendix XCIX, page 2065)

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**APPROVAL OF TUITION WAIVER FOR STUDENTS PARTICIPATING IN STUDY ABROAD PROGRAMS THROUGH THIRD-PARTY PROVIDER OR DIRECT ENROLLMENT**

Resolution No. 2021-143

Synopsis: Waiver of tuition for Ohio State students who enroll in university-approved third-party provider or direct enrollment study abroad programs for Fiscal Year 2022 and Fiscal Year 2023 is proposed.

WHEREAS the Board of Trustees of The Ohio State University supports academic programs that meet the needs of Ohio State students; and

WHEREAS Ohio State students who participate in study abroad programs through third-party providers or direct enrollment are required to pay tuition to the host institution; and

WHEREAS students benefit from continued enrollment at Ohio State during study abroad, which allows them to earn Ohio State credit, access financial aid and receive support when needed in other circumstances; and

WHEREAS Ohio State has, since Fiscal Year 2015, requested and received a tuition waiver for approved third-party provider or direct enrollment study abroad programs from the Board of Trustees and the Ohio Department of Higher Education (ODHE) so that students avoid two tuition payments during study abroad; and

WHEREAS the university seeks to continue the study abroad tuition waiver, but the current waiver expires after June 30, 2021; and

WHEREAS the Ohio Department of Higher Education requires a Board of Trustees resolution to consider a new tuition waiver per Ohio Revised Code and ODHE directive 2009-011:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves to waive tuition and fees at The Ohio State University for students enrolled in a third-party provider or direct enrollment study abroad program and to allow the students to remain enrolled at the university while participating in these programs; and

BE IT FURTHER RESOLVED, That this approval will become effective for all semesters and terms, beginning July 1, 2021, through June 30, 2023; and

BE IT FURTHER RESOLVED, That the administration will seek approval of a tuition waiver from the Ohio Department of Higher Education for state Fiscal Years 2022 and 2023.

(See Appendix C, page 2077)

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**APPROVAL OF AMENDMENTS TO THE UNIVERSITY'S INVESTMENT POLICY**

Resolution No. 2021-144

Synopsis: Approval of amendments to the university's Investment Policy to govern the management of the university's investment portfolios is proposed.

WHEREAS the Board of Trustees previously adopted Investment Policy #5.90 (Resolution No. 2014-10 in August 2013), which has been modified from time to time, to govern the management of the university's investment portfolios; and

WHEREAS there is a desire to revise such Investment Policy to, among other things, better align it with policy best practices and the university's current investment management strategy; and

WHEREAS the Chief Investment Officer has recommended to the Senior Vice President for Business and Finance the adoption of revisions to the Investment Policy relating to the university's Long-Term Investment Pool in order to achieve the foregoing purposes; and

WHEREAS the Vice President and Treasurer have recommended to the Senior Vice President for Business and Finance the adoption of revisions to the Investment Policy relating to the university's operating funds portfolio in order to achieve the foregoing purposes; and

WHEREAS the Senior Vice President for Business and Finance has reviewed the proposed revisions to the Investment Policy, and has determined that it is appropriate and in the best interest of the university that such revisions be adopted, and has recommended the adoption of such revisions to the Investment Policy to the Audit, Finance and Investment Committee; and

WHEREAS the Audit, Finance and Investment Committee has approved the adoption of such revised Investment Policy; and

WHEREAS the Audit, Finance and Investment Committee hereby recommends adoption of such revised Investment Policy to the Board of Trustees:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the attached revised Investment Policy be adopted.

(See Appendix CI, page 2078)

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**APPROVAL OF BENCHMARKS FOR THE LONG-TERM INVESTMENT POOL  
AND UNIVERSITY OPERATING FUNDS**

Resolution No. 2021-145

Synopsis: Approval of new and modified Benchmarks for the university's Long-Term Investment Pool (LTIP) and university operating funds, as well as the removal of an existing risk Benchmark for the university's Long-Term Investment Pool, is proposed.

WHEREAS in adopting a revised Investment Policy to govern various aspects of the management of the university's investment portfolios, the Board of Trustees adopted updated asset classes and allocations for the Long-Term Investment Pool as well as updated portfolio mandates for university operating funds; and

WHEREAS the Chief Investment Officer has recommended to the Senior Vice President for Business and Finance new and modified Benchmarks for the updated asset classes in the Long-Term Investment Pool to evaluate the investment performance of the Long-Term Investment Pool and removal of the Sharpe ratio Benchmark for the Long-Term Investment Pool that had been used to evaluate the risk-adjusted investment performance of the Long-Term Investment Pool (the "Risk Benchmark"); and

WHEREAS the Vice President and Treasurer has recommended to the Senior Vice President for Business and Finance new and modified Benchmarks for the updated portfolio mandates to evaluate the investment performance of such mandates for university operating funds; and

WHEREAS the Senior Vice President for Business and Finance has reviewed such new and modified Benchmarks and the removal of the Risk Benchmark, has determined that such changes are appropriate and in the best interest of the university, and has recommended the new and modified Benchmarks and the removal of the Risk Benchmark to the Audit, Finance and Investment Committee; and

WHEREAS the Audit, Finance and Investment Committee has approved the new and modified Benchmarks and the removal of the Risk Benchmark; and

WHEREAS the Audit, Finance and Investment Committee hereby recommends the new and modified Benchmarks and the removal of the Risk Benchmark for the Long-Term Investment Pool and university operating funds to the Board of Trustees:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the new and modified Benchmarks for the Long-Term Investment Pool set forth below for the purpose of evaluating the investment

performance of the Long-Term Investment Pool effective from July 1, 2021, which are to be reset annually thereafter as of each July 1, until further modified as provided for in the university's Investment Policy:

<b><u>Asset Class</u></b>	<b><u>Range</u></b>	<b><u>Benchmark</u></b>	<b><u>LTIP Benchmark Weighting (July 1-June 30)</u></b>
Public Equity	30-55%	MSCI ACWI-ND	65% less Private Equity Weight
Private Equity	15-40%	MSCI ACWI-ND (one-quarter lag)	Actual weight as of June 30 <sup>th</sup> of prior fiscal year
Real Estate & Infrastructure	5-15%	Cambridge Associates Real Estate (50%) & Infrastructure (50%) (final) (one quarter lag)	10% less Legacy Natural Resources Weight
Legacy Natural Resources	N/A	Return of Actual Underlying Funds	Actual weight as of June 30 <sup>th</sup> of prior fiscal year
Hedge Funds	0-25%	HFRI FOF Composite (final)	12.5%
Cash & High Grade Bonds	0-25%	Bloomberg Barclays US Aggregate Bond	12.5%

BE IT FURTHER RESOLVED, That the Board of Trustees approves the elimination of the use of the Sharpe ratio as the Benchmark to evaluate the total risk-adjusted performance of the Long-Term Investment Pool effective as of July 1, 2021; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves the new and modified Benchmarks for the updated portfolio mandates for university operating funds set forth below for the purpose of evaluating the investment performance of such mandates for university operating funds effective from July 1, 2021, until further modified as provided for in the university's Investment Policy:

<b><u>Operating Funds Fixed Income Mandate</u></b>	<b><u>Benchmark</u></b>
Working Capital	Bank of America ML 91-day T-Bill
0-1 Year	ICE Bank of America 6m T-Bill
1-3 Year	ICE ML US Corp & Govt 1-3
1-5 Year	BBG Barclays 1-5 Yr. Govt/Credit Bond Index
1-10 Year	Barclays 1-10 Year Intermediate Govt/Credit Bond Index
1-30 Year	Barclays US Aggregate Index

(See Appendix CII, page 2091)

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**AUTHORIZATION FOR DESIGNATED OFFICIALS TO BUY, SELL,  
ASSIGN AND TRANSFER SECURITIES**

ALSO TO DEPOSIT OR WITHDRAW FUNDS  
FROM BANK AND INVESTMENT ACCOUNTS, TO DESIGNATE DEPOSITORIES  
AND TO EXECUTE TREASURY- AND INSURANCE-RELATED AGREEMENTS

Resolution No. 2021-146

Synopsis: Authorization for designated officials to buy, sell, assign and transfer securities, to deposit or withdraw funds from bank and investment accounts held in the name of The Ohio State University, to designate depositories, and to execute treasury- and insurance-related agreements is proposed.

WHEREAS designated officials of the university buy, sell, assign and transfer stocks, bonds and other financial instruments owned by The Ohio State University; and

WHEREAS various financial institutions are designated as depositories of The Ohio State University; and

WHEREAS accounts at various financial institutions are opened and maintained in the name of The Ohio State University; and

WHEREAS designated officials of the university are responsible for the procurement and management of the university's insurance programs:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby authorizes the university Treasurer and/or the university Senior Vice President for Business and Finance or their designees to buy, sell, assign and transfer any and all stocks, bonds, evidences of interest and/or indebtedness, rights and options to acquire or to sell the same, and all other securities corporate or otherwise, standing in the name of or belonging to The Ohio State University in any capacity; and

BE IT FURTHER RESOLVED, That the university Treasurer and/or the university Senior Vice President for Business and Finance or their designees be authorized to designate various financial institutions as depositories and/or custodians for The Ohio State University, and to open and maintain accounts and enter into agreements at institutions providing financial products and services in the name of The Ohio State University; to engage in and sign agreements for bank financing, underwriting, brokerage, leasing, equipment financing, deposits, foreign currency exchange, hedging vehicles including forwards, futures, swaps and options, financial advisory services; and

BE IT FURTHER RESOLVED, That the university Treasurer and/or the university Senior Vice President for Business and Finance or their designees be authorized, on behalf of The Ohio State University and in its name, to sign checks, drafts, notes, bills of exchange, letters of credit, acceptances, electronic fund transfers or other orders for the payment of money from said accounts; to endorse in writing or by stamp checks, notes, bills, certificates of deposit, or other instruments owned or held by the university for deposit in said accounts or for collection or discount by said banks; to accept drafts, acceptances and other instruments payable to said banks; to waive, demand, protest, file notice of protest, or dishonor any check, note, bill, draft, or other instrument made, drawn, or endorsed by the university; and

BE IT FURTHER RESOLVED, That the university Treasurer and/or the university Senior Vice President for Business and Finance or their designees be authorized to engage in insurance-related transactions and sign insurance-related agreements to ensure coverage that best fits the needs of The Ohio State University to include, but not be limited to, insurance carrier, consulting and broker agreements, emergency response services, and third-party claim administrator contracts.

(See Appendix CIII, page 2092)

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**AUTHORIZATION TO ESTABLISH THE ENTREPRENEURIAL AND TECHNOLOGY  
COMMERCIALIZATION INITIATIVES ENDOWMENT FUND**

Resolution No. 2021- 147

Synopsis: Approval of the establishment of a quasi-endowment fund to provide funding for operations which support the university's entrepreneurial and technology commercialization initiatives is proposed.

WHEREAS the university desires to support the university's entrepreneurial and technology commercialization efforts; and

WHEREAS in order to provide a permanent source of funding for such efforts, the President, the Enterprise for Research, Innovation and Knowledge, and the Office of Business and Finance have requested that the Board of Trustees establish the Entrepreneurial and Technology Commercialization Initiatives Endowment Fund to be funded from time to time with proceeds from investments made using funds from the university's economic development fund; and

WHEREAS the purpose of the Entrepreneurial and Technology Commercialization Initiatives Endowment Fund will be to provide certain funding for operations that support the university's entrepreneurial and technology commercialization initiatives, with distributions therefrom to be used at the discretion of and as approved by the President, the Executive Vice President for Research, Innovation and Knowledge, the Executive Vice President and Chancellor for Health Affairs and the Senior Vice President for Business and Finance and Chief Financial Officer:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees finds it in the best interests of the university and in furtherance of the university's entrepreneurial and technology commercialization efforts to establish the Entrepreneurial and Technology Commercialization Initiatives Endowment Fund, a quasi-endowment fund intended to benefit the university in perpetuity; and

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BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves the establishment of the Entrepreneurial and Technology Commercialization Initiatives Endowment Fund upon the terms of the endowment description prepared by the Office of Business and Finance; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves the transfer of \$1.0 million received from proceeds from investments made using funds from the university's economic development fund to the Entrepreneurial and Technology Commercialization Initiatives Endowment Fund.

(See Appendix CIV, page 2093)

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**APPROVAL OF AUDIT, FINANCE AND INVESTMENT COMMITTEE CHARTER**

Resolution No. 2021-148

Synopsis: Approval of the revised Audit, Finance and Investment Committee charter is proposed.

WHEREAS the Board of Trustees may adopt individual committee charters, consistent with committee descriptions, that set forth further information and definition regarding the committee's charge, committee composition, or the delegated authority and responsibilities of each committee; and

WHEREAS the delineation and description of each committee function will enable the board to be more effective in the execution of its duties and responsibilities; and

WHEREAS the Board of Trustees approved on February 25, 2021, the creation of the Audit, Finance and Investment Committee by combining the audit and finance responsibilities of the board's now dissolved Audit, Compliance and Finance Committee with the responsibilities of the board's now dissolved Advancement Committee; and

WHEREAS section 3335-1-02(C)(b) of the *Bylaws of the Ohio State University Board of Trustees* sets forth the description of the Board of Trustees' Audit, Finance and Investment Committee; and

WHEREAS the Audit, Finance and Investment Committee has developed a proposed charter, consistent with that description, that reflects its status as a standing committee of the Board of Trustees, and that charter has been fully reviewed by the committee; and

WHEREAS the Audit, Finance and Investment Committee shall be governed by the rules set forth in this Audit, Finance and Investment Committee charter:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the attached Audit, Finance and Investment Committee charter.

(See Appendix CV, page 2094)

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**APPROVAL OF THE AMENDED AND UPDATED CHARTER FOR THE  
INTERNAL AUDIT DEPARTMENT**

Resolution No. 2021-149

Synopsis: Approval of the amended and updated charter for the Internal Audit Department is proposed.

WHEREAS in November 2004, the Board of Trustees adopted a charter for the Internal Audit Department; and

WHEREAS in January 2015, the Board of Trustees last adopted an amended and updated charter; and

WHEREAS to ensure comprehensive oversight of the university's Internal Audit Department and the university's operations through the adoption of best practices, it is important to update the charter for the university's Internal Audit Department periodically; and

WHEREAS the charter was last amended by the Board of Trustees on August 27, 2020 (Resolution No. 2021-25), and subsequently the Board of Trustees approved on February 25, 2021 the creation of the Audit, Finance & Investment Committee and dissolved the Audit, Compliance & Finance Committee, thereby requiring the committee's name to be changed in the attached amended and updated charter accordingly:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby adopts the attached amended and updated charter for the university's Internal Audit Department.

(See Appendix CVI, page 2099)

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**REAPPOINTMENTS TO THE SELF-INSURANCE BOARD**

Resolution No. 2021-150

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

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

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

WHEREAS the terms of members Charlotte Agnone, MD, Arick Forrest, MD, Reed Fraley, James Gilmour, Michael Leach, Cynthia Powell and Andrew Thomas, MD, expire on June 30, 2021:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the following individuals be reappointed as members of the Self-Insurance Board, effective June 30, 2021, for the terms specified below:

Arick Forrest, MD, term ending June 30, 2023 (reappointment)  
Reed Fraley, term ending June 30, 2023 (reappointment)  
James Gilmour, term ending June 30, 2023 (reappointment)

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Michael Leach, term ending June 30, 2023 (reappointment)  
Cynthia Powell, term ending June 30, 2023 (reappointment)  
Andrew Thomas, MD, term ending June 30, 2023 (reappointment)

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

\*\*\*

## **UNIVERSITY FOUNDATION REPORT**

Resolution No. 2021- 151

Synopsis: Approval of the University Foundation Report as of March 31, 2021, is proposed.

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

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

WHEREAS this report includes: (i) the establishment of two (2) endowed chairs: The Klotz Chair in Cancer Research #6 and the Samuel J. Kiehl III MD Chair in Emergency Medicine; seven (7) endowed professorships: The Clayton C. Wagner Parkinson's Disease Research Professorship, The Clayton C. Wagner Parkinson's Disease Professorship, The Frank C. Woodside III Clinical Professorship of Trial Advocacy, The Kara J. Trott Endowed Professorship in Law, The Kara J. Trott Endowed Professorship in Law in honor of Prof. Lawrence Herman, The Kara J. Trott Endowed Professorship in Law in honor of Prof. Morgan E. Shipman, and The Larry J. Copeland, M.D. Professorship in Gynecologic Oncology; one (1) designated professorship: the Ralph Mershon Designated Professorship of Human Security; two (2) endowed professorship funds: the John & Christine Olsen Professorship Fund in Head and Neck Radiation Oncology and the John & Christine Olsen Professorship Fund in Head and Neck Surgical Oncology; one (1) endowed fellowship: the Dr. Joel Goodnough and Family Fellowship in Medicine; one (1) endowed scholarship as part of 100% TBDBITL Scholarship Endowment Initiative: the Larry and Janet Robertson 100% TBDBITL Scholarship Fund; and twenty-eight (28) additional named endowed funds; (ii) and the revision of fifteen (15) named endowed funds:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves The Ohio State University Foundation Report as of March 31, 2021.

\*\*\*

## **NAMING OF THE PRIOR FAMILY ROTUNDA**

IN THE JEROME SCHOTTENSTEIN CENTER

Resolution No. 2021-152

Synopsis: Approval for the naming of the southeast rotunda in The Jerome Schottenstein Center, located at 555 Borry Drive, is proposed.

WHEREAS The Ohio State University Department of Athletics is committed to providing modern facilities for student-athletes, coaches, staff and fans; and

WHEREAS The Jerome Schottenstein Center is home to Ohio State's men's and women's basketball teams as well as men's ice hockey, and plays host to a wide variety of concerts, family shows and touring productions; and

WHEREAS Kevin and Raegan Prior have provided significant contributions to the Department of Athletics and the Athletics District; 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 Kevin and Raegan Prior'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 Prior Family Rotunda.

\*\*\*

### **NAMING OF INTERNAL SPACES**

IN THE JOHN AND MARY ALFORD CENTER FOR SCIENCE AND TECHNOLOGY  
ON THE OHIO STATE NEWARK CAMPUS

Resolution No. 2021-153

Synopsis: Approval for the naming of internal spaces in the John and Mary Alford Center for Science and Technology on the Ohio State Newark Campus, located at 1193 University Drive, is proposed.

WHEREAS Ohio State Newark has become Ohio State's largest regional campus and provides opportunities for students to complete some degrees entirely in Newark or transition to the Columbus campus and finish there; and

WHEREAS the John and Mary Alford Center for Science and Technology will address the growing need for laboratory, research and technology space; and

WHEREAS this new facility will allow Ohio State Newark, and its co-located partner, Central Ohio Technical College, to expand academic programming, enhance student success and research opportunities, better meet local workforce needs, and continue advancing the Newark Campus Framework Plan; and

WHEREAS the donors listed below have provided significant contributions to support the Newark Campus and the construction of the John and Mary Alford Center for Science and Technology:

- Ariel Corporation
- Gilbert Reese Family Foundation
- LeFevre Foundation
- Newark Campus Development Fund
- Park National Bank and Associates
- Melissa Warner Bow
- Licking Memorial Health Systems

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:

- Ariel Corporation General Chemistry Suite (300, 308, 310, 320)
- Ariel Corporation Research Corridor (X309C)
- Gilbert Reese Family Foundation Atrium (X102L)
- Raymond H. and Beryl Dean Penick Organic Chemistry Suite (305)
- LeFevre Foundation Biology Suite (265, 275, 285)
- Newark Campus Development Fund Anatomy Suite (270, 280)
- Park National Bank and Associates Concourse (X206C)
- Melissa Warner Bow Earth Sciences Suite (205)
- Licking Memorial Health Systems Simulation Center (110)

\*\*\*

**NAMING OF THE ALLINSON FAMILY CLASSROOM**

IN PARKS HALL

Resolution No. 2021-154

Synopsis: Approval for the naming of a classroom (202) in Parks Hall, located at 500 West 12th Avenue, is proposed.

WHEREAS the College of Pharmacy is consistently ranked a top pharmacy school in the country, home to world-class faculty, dedicated students and innovative researchers working toward improving medications and medication-related health outcomes; and

WHEREAS the College of Pharmacy commits to providing students access to state-of-the-art facilities and spaces to promote learning; and

WHEREAS Russel and Amy Allinson have provided significant contributions to the College of Pharmacy; 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 Allinson Family Classroom.

\*\*\*

**NAMING OF THE CLIFTON J. LATIOLAIS LIBRARY**

IN PARKS HALL

Resolution No. 2021- 155

Synopsis: Approval for the naming of the library (202A) in Parks Hall, located at 500 West 12th Avenue, is proposed.

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WHEREAS the College of Pharmacy is consistently ranked a top pharmacy school in the country, home to world-class faculty, dedicated students and innovative researchers working toward improving medications and medication-related health outcomes; and

WHEREAS the College of Pharmacy commits to providing students access to state-of-the-art facilities and spaces to promote learning; and

WHEREAS friends of the College of Pharmacy and the Master of Science in Health-System Pharmacy Administration program at the College of Pharmacy provided significant support in honor of Clifton J. Latiolais and his incredible legacy at The Ohio State 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 Clifton J. Latiolais Library.

\*\*\*

### **NAMING OF THE RICHARD C. HANNON '50 TEACHING LABORATORY**

IN THE BIOMEDICAL AND MATERIALS ENGINEERING COMPLEX  
COLLEGE OF ENGINEERING

Resolution No. 2021-156

Synopsis: Approval for the naming of the Optical Microscopy Laboratory (Room 0152) in the Mars G. Fontana Laboratories, located at 116 W. 19th Avenue, is proposed.

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

WHEREAS the new Mars G. Fontana Laboratories will transform the spaces where students, faculty and partners learn and innovate, with the close proximity to other campus collaborators leading to life-changing material innovations impacting health, transportation, energy and more; and

WHEREAS the College of Engineering desires to recognize the continued partnership with Mr. Richard C. Hannon Jr. and his significant contributions to the college; and

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

NOW THEREFORE

BE IT RESOLVED, That in acknowledgement of Mr. Richard C. Hannon Jr's philanthropic support, the Board of Trustees hereby approves, in accordance with paragraph (D) of rule 3335-1-08 of the Ohio Administrative Code, that the aforementioned Optical Microscopy Laboratory (Room 0152) shall be named the Richard C. Hannon '50 Teaching Laboratory for the life of the physical facility.

\*\*\*

**NAMING OF INTERNAL SPACES**

**IN THE WOSU PUBLIC MEDIA HEADQUARTERS**

Resolution No. 2021- 157

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 2 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:

- Hugh Westwater and Linda Larrimer
- Bill and Mae McCorkle Foundation

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:

- Linda Larrimer and Hugh Westwater Call Screen Room (222)
- Bill and Mae McCorkle Foundation Master Edit Suite (313)

\*\*\*

**NAMING OF APPLEWOOD VILLAGE COMMUNITY CENTER**

**AT THE OHIO STATE UNIVERSITY CFAES WOOSTER**

Resolution No. 2021- 158

Synopsis: Approval for the administrative renaming of ATI and OARDC Apartment Village Administration in Wooster to Applewood Village Community Center is proposed.

WHEREAS the housing administration building is home to village offices for housing, housekeeping and maintenance, as well as laundry facilities, a large multipurpose room for meetings and programs, and a quiet study area; and

WHEREAS this administrative renaming aligns with the future vision of this campus; and

WHEREAS Student Life recommends the name change; and

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

NOW THEREFORE

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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 space be named Applewood Village Community Center.

\*\*\*

### **NAMING OF LOUELLA HODGES REESE HALL**

OHIO STATE NEWARK

Resolution No. 2021-159

Synopsis: Approval for the renaming of Founders Hall to Louella Hodges Reese Hall on the Ohio State Newark campus is proposed.

WHEREAS Ohio State Newark provides access to the university by extending Ohio State courses, programs, research and service to many Ohio communities; and

WHEREAS the renaming of Founders Hall honors the commitments and service from the Reese family in the founding of Ohio State Newark and construction of Founders Hall; and

WHEREAS the Reese family, led by Louella and J. Gilbert, has provided significant leadership and support to Ohio State Newark for more than six decades; 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 Reese family's service and lifetime philanthropy, 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 building be renamed Louella Hodges Reese Hall.

\*\*\*

### **APPROVAL OF THE LEGAL, RISK AND COMPLIANCE COMMITTEE CHARTER**

Resolution No. 2021-160

Synopsis: Approval of the Legal, Risk and Compliance Committee charter is proposed.

WHEREAS the Board of Trustees may adopt individual committee charters, consistent with committee descriptions, that set forth further information and definition regarding the committee's charge, committee composition, or the delegated authority and responsibilities of each committee; and

WHEREAS the delineation and description of each committee function will enable the board to be more effective in the execution of its duties and responsibilities; and

WHEREAS the Board of Trustees created its Legal, Risk and Compliance Committee effective February 25, 2021; and

WHEREAS section 3335-1-02(C)(1)(e) of the *Bylaws of The Ohio State University Board of Trustees* sets forth the description of the Board of Trustees' Legal, Risk and Compliance Committee; and

WHEREAS the Legal, Risk and Compliance Committee has developed a proposed charter, consistent with that description, that reflects its status as a standing committee of the Board of Trustees, and that charter has been fully reviewed by the committee; and

WHEREAS the Legal, Risk and Compliance Committee shall be governed by the rules set forth in this Legal, Risk and Compliance Committee charter:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the attached Legal, Risk and Compliance Committee charter.

(See Appendix CVII, page 2102)

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### **EXPRESSION OF APPRECIATION**

Bruce A. McPheron

Resolution No. 2021-161

WHEREAS Bruce A. McPheron has been chief academic officer of The Ohio State University since December 2015, when he was named Executive Vice President and Provost — first in an interim role and then in an ongoing role that began in June 2016; and

WHEREAS as Provost, Bruce leads an expansive academic enterprise that includes 15 colleges that serve nearly 68,000 students from campuses in Columbus, Lima, Marion, Mansfield, Newark and Wooster as well as thousands of Ohioans through Extension programming; and

WHEREAS Ohio State is a comprehensive national flagship research institution, with more than 7,000 faculty members engaged in teaching, research, creative expression, outreach and engagement, and thousands of staff members who lead and/or support those efforts; and

WHEREAS Bruce has brought principled and impactful leadership across the university, benefitting students, faculty, staff and families throughout Ohio; and

WHEREAS his legacy of accomplishments includes launching groundbreaking initiatives that will pay dividends in the near term and for generations to come; and

WHEREAS the Buckeye Opportunity Program expanded access to an Ohio State education by ensuring that in-state students at all Ohio State campuses will be provided with financial support that covers the cost of tuition and mandatory fees; and

WHEREAS the Teaching Support Program has created one of the largest teaching excellence programs in higher education, providing evidence-based professional development to more than 3,500 faculty members; and

WHEREAS the Digital Flagship initiative has enhanced student success by integrating technology throughout teaching and learning at Ohio State, and ensuring that all entering students have access to effective technology; and

WHEREAS his commitment to convergent research, creative expression and impact in the broader community is reflected in initiatives as varied as the \$65.9 million HEALING Communities Study, the Discovery Themes, the Innovation District, the Comprehensive Energy Management Project, and interdisciplinary facilities where the Ohio State community will invent the future; and

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WHEREAS Bruce has been a Buckeye for nearly all his life, including his involvement in 4-H as a boy, his undergraduate years on the Columbus campus and his return to Ohio State in 2012 as Vice President for Agricultural Administration and Dean of the College of Food, Agricultural, and Environmental Sciences; and

WHEREAS Bruce embodies what it means to be a Buckeye:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees and the entire Ohio State community acknowledge their high esteem for and appreciation of Bruce A. McPheron for his outstanding and principled leadership; service to the university, State of Ohio and the broader world; and positive impact on his colleagues, community and Buckeyes everywhere.

\*\*\*

Mr. Heminger:

These resolutions are now before the board for review and approval. Thank you, President Johnson. We will now hold two (2) roll-call votes. First, we will vote on items 19, 23, 25 and 29: Faculty Personnel Actions, Approval of Interim Capital Investment Plan for Fiscal Year 2022,

Approval to Enter Into and Increase Professional Services and Construction Contracts, and Approval for the Lease of Real Property at 420 East 19th Avenue. Please note that Mrs. Wexner, Mr. Fischer, Mr. Von Thae, Mr. Kaplan and Ms. Sobol have been advised to abstain.

Upon the motion of Mr. Heminger, seconded by Mr. 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. Hoeflinger, Dr. Fujita, Mr. Stockmeister, Mr. Zeiger, Ms. Kessler, Mr. Kiggin, Mrs. Harsh, Dr. Wilkinson and Mr. Shah. Mrs. Wexner, Mr. Fischer, Mr. Von Thae, Mr. Kaplan and Ms. Sobol abstained.

Ms. Eveland:

Motion carries.

Mr. Heminger:

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

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

Ms. Eveland:

Motion carries.

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Mr. Heminger:

Thank you everyone. The next meetings of the Board of Trustees and its committees will take place August 17 through August 19. Is there any other further business to come before the board at this time?

Hearing none, this meeting is adjourned. Thank you.

The meeting adjourned at 3:56 p.m.

Attest:



Gary R. Heminger  
Chairman



Jessica A. Eveland  
Secretary



Board of Trustees

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190 North Oval Mall  
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## APPENDIX LXIV

### **SUMMARY OF ACTIONS TAKEN**

*May 18, 2021 - Wexner Medical Center Board Meeting*

#### **Members Present:**

Abigail S. Wexner (late)  
Cheryl L. Krueger  
Hiroyuki Fujita  
Alan A. Stockmeister  
John W. Zeiger

Anand Shah  
Stephen D. Steinour  
Robert H. Schottenstein  
Cindy Hilsheimer  
Gary R. Heminger (ex officio)

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

#### **Members Absent:**

Leslie H. Wexner

W.G. "Jerry" Jurgensen

### **PUBLIC SESSION**

The Wexner Medical Center Board convened for its 38th meeting on Wednesday, May 18, 2021, in person in Pfahl Hall on the Columbus campus and virtually over Zoom. Board Secretary Jessica A. Eveland called the meeting to order at 1:02 p.m.

#### ***Item for Action***

1. **Approval of Minutes:** No changes were requested to the February 23, 2021, 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, EVP and chancellor for health affairs at Ohio State and CEO of the Wexner Medical Center, acknowledged that this was the first in-person meeting of the Wexner Medical Center Board in over a year. He extended his gratitude to several departing members of the Wexner Medical Center Board and its Quality and Professional Affairs Committee, including Cheryl Krueger – a founding member of the Wexner Medical Center Board – and Anand Shah, whose terms as trustees expired shortly after the May board meetings. He also thanked Provost Bruce McPheron for his service as he prepares to return to the faculty at the College of Food, Agricultural, and Environmental Sciences, as well as David McQuaid, COO of the medical center, who is retiring in June.

Dr. Paz noted that the number of COVID-19 cases in Ohio and in Franklin County are continuing to decline, due in part to more people being vaccinated. The medical center's COVID-19 vaccination program has been incredibly successful. Since December, it has administered 214,000 total doses of the vaccine. However, the medical center has seen a decrease in vaccine demand over the past several weeks, mirroring the trend across country. Dr. Paz said the goal of their program is to make getting the vaccine as convenient and accessible as possible. Due to the decrease in demand, the medical center is adjusting the vaccine program. It will be closing the mass vaccination site at the Schottenstein Center and instead focusing on a more targeted distribution plan, including pop-up sites. He encouraged everyone who has not yet been vaccinated to do so.

Every year, the medical center recognizes 12 exceptional Ohio State nurses, one team and one nursing leader with the DAISY Award for demonstrating compassionate care for patients and their families. The medical center currently has more than 90 DAISY Award winners in its system today. Most winners are



nominated by other staff members who want to recognize their nursing colleagues, but this year the medical center had an extra special DAISY Award winner. Virginia "Ginny" Castle, a Registered Nurse in the medical intensive care unit, was nominated by a family member of one of her patients who was hospitalized with COVID-19. The family member recounted how Ginny spent time with his father, holding his hand and comforting him in his final days, and how she reached out to the family to ask questions about him so she could better care for him as a person and not just a patient. The family member wrote, "This single person, in a 15-minute late-night phone call, restored my faith that we still have among us those who, through selfless acts, reaffirm that we still live in a caring and compassionate world." When he learned that Ginny would receive the DAISY Award as a result of his letter, he reached out to Governor Mike DeWine, who presented Ginny with this award himself.

Dr. Paz also highlighted four of Ohio State's 15 Fulbright U.S. Scholars for the 2020-2021 academic year who all represent health sciences colleges – Elizabeth Klein, College of Public Health; Dimitris Tatakis, College of Dentistry; and Lorraine Wallace and Thomas Papadimos, College of Medicine. Another point of pride is the recent *U.S. News & World Report 2020 Best Graduate Schools* rankings. Our College of Medicine ranks No. 33 for best medical school in research and climbed 10 spots to No. 28 for best medical school in primary care. In a new category this year, the College of Medicine debuted as the seventh-most diverse medical school in the U.S., ranking the highest among the top 40 research medical schools. For the third consecutive year, the College of Nursing's master's program ranked in the top 10 and its doctorate program ranked in the top 20 nationally. The College of Public Health ranked No. 1 in Ohio and No. 24 nationally among 188 public health schools. Its Master of Health Administration ranked No. 7 overall in the most recent analysis of these programs. And finally, the College of Veterinary Medicine ranked among the top 10 veterinary medicine programs in the world by Quacquarelli Symonds (QS), a British firm whose rankings are based on reputational surveys and research citations, including overall rankings and rankings by subject matter.

3. James Cancer Hospital Report: Dr. William Farrar, CEO of the James Cancer Hospital, shared details of the March 23rd visit of U.S. President Joseph Biden to the OSUCCC-James, marking the 11th anniversary of the signing of the Affordable Care Act and promoting the American Rescue Plan. In 2010, the OSUCCC-James was awarded a \$100 million grant to expand access to cancer care in Ohio. This grant was funded through the Affordable Care Act, and it provided for the addition of a floor dedicated to Radiation Oncology in the new cancer hospital. This roughly quadrupled the number of patients who could be treated daily, many of whom came from remote rural communities. President Biden's visit included a tour of Radiation Oncology, as well as meetings with hospital, health system and university leaders. Dr. Arnab Chakravarti, chair and professor of Radiation Oncology and Klotz Family Chair of Cancer Research at the OSUCCC-James, toured President Biden through the state-of-the-art radiation therapy department, including North America's very first FLASH Mobetron device. President Biden publicly appointed Dr. Chakravarti as a special advisor to the president for cancer and they have remained in touch with one another since then. During his visit, President Biden said: "This place is a source of hope."

Unfortunately, disruptions brought by COVID-19 have significantly interrupted almost all aspects of cancer control and prevention infrastructures. Recently published studies suggested that a substantial decline in cancer screenings nationwide is occurring as a result of the COVID-19 pandemic. Though there has been some improvement in cancer screening rates, the average screening rate for several frequently diagnosed cancers remains 25% lower than during pre-pandemic levels. Oncologists across the country consider this a troubling trend that could lead to more advanced disease diagnoses and poorer treatment outcomes. The National Cancer Institute predicts the number of people who will die from breast and colon cancer in the U.S. will increase by nearly 10,000 over the next decade because of COVID-19's impact on cancer care. To combat this, the James has significantly invested in a variety of communications and marketing initiatives to focus on the importance of cancer screening and prevention.

Case in point, lung cancer is the second most frequently diagnosed cancer and the leading cause of cancer-related death among men and women in the U.S. Only 20% of individuals who are diagnosed with lung cancer catch the disease in its early stages; most are not diagnosed until a much later stage.



Researchers from the James and the Wexner Medical Center participated in revising the nation's lung cancer screening guidelines. The newly updated guidelines recommend annual, low-dose CT lung cancer screenings for individuals ages 50 to 80 who have a 20-pack-a-year smoking history and currently smoke or have quit within the past 15 years.

Finally, Ohio State President Kristina Johnson will serve as the honorary captain for Ohio State's super peloton, Team Buckeye. Dr. Johnson is the first president of the university to serve in this position. This year, Team Buckeye is off to its strongest fundraising start in its 11-year history, As of May 17, more than 5,800 participants had already registered, and 360 pelotons had been created for Pelotonia 2021.

(See Attachment LXII for background information, page 1589)

4. Wexner Medical Center Financial Report: Wexner Medical Center CFO Mark Larmore reported on the third-quarter financial results through March 31, 2021, for the health system and medical center. For the third quarter, the health system – which includes the seven hospitals – saw excess revenue of nearly \$217 million, which was \$37.6 million ahead of budget and about \$48 million ahead of where the system was at this time the previous year. The system was running \$48 million ahead of budget on revenue with a growth rate of 5.5 percent. The combined Wexner Medical Center results, consisting of the health system, College of Medicine and OSU Physicians, was running at \$61 million ahead of budget and \$49 million ahead of the previous year. Revenue is \$48 million ahead of budget.

(See Attachment LXIII for background information, page 1598)

#### ***Items for Action***

5. Recommend for Approval the Wexner Medical Center FY22 Budget: Mr. Larmore shared a summary of the proposed FY22 budget, but there was no resolution to share. The current forecast as of this presentation was for the medical center to end FY21 with \$340 million. Given the unusual year coming out of COVID, there are a few more challenges this year in forecasting growth related to volume and case-mix intensity. Forecasting revenue growth from FY21 to FY22 of 4.3% and 5.9% expense growth, so targeted bottom line is \$287 million, which corresponds with long range financial plan that already presented to the board. After this budget is finalized, go through process of updating long-range financial plan and bring it back to the board at a future meeting.

(See Attachment LXIV for background information, page 1602)

6. Resolution No. 2021-101, Recommend for Approval: Purchase of Real Property:

Synopsis: Authorization to purchase property from the City of Columbus, described as Hughes Street between Hawthorne Avenue and Phale D. Hale Drive, Columbus, Ohio, and being 0.373 acres of land, is proposed.

WHEREAS at the request of the university, the City of Columbus has offered to vacate and sell the above-described street for \$1.25 per square foot, subject to approval of the sale by the Columbus City Council; and

WHEREAS the purchase of this property supports the university's plan for redevelopment of land west of the current Hospital East; and

WHEREAS the appropriate university offices have determined that the purchase of this property would be in the best interest of the university:

NOW THEREFORE



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

(See Appendix XCI for background information, page 2036)

7. Resolution No. 2021-102, Recommend Approval to Increase Professional Services Contracts:

WMC Loading Dock Expansion and Renovation

Synopsis: Authorization to increase professional services contracts, as detailed in the attached materials, is proposed.

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

	Prof. Serv. Approval Requested	Total Requested	
WMC Loading Dock Expansion and Renovation	\$1.3M	\$1.3M	Auxiliary Funds

NOW THEREFORE

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

(See Appendix LXXXVIII for background information, page 2026)

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

8. Resolution No. 2021-103, Amendments to the Bylaws and Rules and Regulations of the Medical Staff of the Arthur G. James Cancer Hospital and Richard J. Solove Research:

Synopsis: The amendments to the Bylaws and Rules and Regulations of the Medical Staff of the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute are recommended for approval.

WHEREAS a summary of the proposed amendments to the Bylaws and Rules and Regulations of the Medical Staff of the James Cancer Hospital is attached as Exhibit A; and



WHEREAS the proposed 2019 and 2020 amendments to the Bylaws of the Medical Staff of the James Cancer Hospital are attached as Exhibit B, and the proposed 2020 amendments to the Rules and Regulations of the Medical Staff of the James Cancer Hospital are attached as Exhibit C; and

WHEREAS the proposed 2019 amendments to the Bylaws of the Medical Staff of the James Cancer Hospital were approved by a joint University Hospitals and James Medical Staff Bylaws Committee on January 4, 2019; and

WHEREAS the proposed 2019 amendments to the Bylaws of the Medical Staff of the James Cancer Hospital were approved by the James Cancer Hospital Medical Staff Administrative Committee on January 18, 2019; and

WHEREAS the proposed 2019 amendments to the Bylaws of the Medical Staff of the James Cancer Hospital were approved by vote of the James Cancer Hospital Medical Staff on January 23, 2019; and

WHEREAS the proposed 2020 amendments to the Bylaws and Rules and Regulations of the Medical Staff of the James Cancer Hospital were approved by a joint University Hospitals and James Medical Staff Bylaws Committee on December 4, 2020; and

WHEREAS the proposed 2020 amendments to the Bylaws and Rules and Regulations of the Medical Staff of the James Cancer Hospital were approved by the James Cancer Hospital Medical Staff Administrative Committee on January 15, 2021; and

WHEREAS the proposed 2020 amendments to the Bylaws and Rules and Regulations of the Medical Staff of the James Cancer Hospital were approved by vote of the James Cancer Hospital Medical Staff on February 19, 2021; and

WHEREAS on March 26, 2021, the Quality and Professional Affairs Committee recommended that the Wexner Medical Center Board approve the amendments to the Bylaws and Rules and Regulations of the Medical Staff of the James Cancer Hospital:

NOW THEREFORE

BE IT RESOLVED, That the Wexner Medical Center Board hereby approves the amendments to the Bylaws and Rules and Regulations of the Medical Staff of The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute.

(See Attachment LXV for background information, page 1605)

9. Resolution No. 2021-104, Amendments to the *Bylaws of the Medical Staff of The Ohio State University Hospitals*:

Synopsis: The amendments to the Bylaws of the Medical Staff of The Ohio State University Hospitals are recommended for approval.

WHEREAS a summary of the proposed amendments to the Bylaws of the Medical Staff of The Ohio State University Hospitals is attached as Exhibit A; and



WHEREAS the proposed 2019 amendments to the Bylaws of the Medical Staff of The Ohio State University Hospitals are attached as Exhibit B, and the proposed 2020 amendments to the Bylaws of the Medical Staff of The Ohio State University Hospitals are attached as Exhibit C; and

WHEREAS the proposed 2019 amendments to the Bylaws of the Medical Staff of The Ohio State University Hospitals were approved by a joint University Hospitals and James Medical Staff Bylaws Committee on January 4, 2019; and

WHEREAS the proposed 2019 amendments to the Bylaws of the Medical Staff of The Ohio State University Hospitals were approved by the University Hospitals Medical Staff Administrative Committee on January 9, 2019; and

WHEREAS the proposed 2019 amendments to the Bylaws of the Medical Staff of The Ohio State University Hospitals were approved by vote of the University Hospitals Medical Staff on January 23, 2019; and

WHEREAS the proposed 2020 amendments to the Bylaws of the Medical Staff of The Ohio State University Hospitals were approved by a joint University Hospitals and James Medical Staff Bylaws Committee on December 4, 2020; and

WHEREAS the proposed 2020 amendments to the Bylaws of the Medical Staff of The Ohio State University Hospitals were approved by the University Hospitals Medical Staff Administrative Committee on January 13, 2021; and

WHEREAS the proposed 2020 amendments to the Bylaws of the Medical Staff of The Ohio State University Hospitals were approved by vote of the University Hospitals Medical Staff on February 18, 2021; and

WHEREAS on March 26, 2021, the Quality and Professional Affairs Committee recommended that the Wexner Medical Center Board approve the amendments to the Bylaws of the Medical Staff of The Ohio State University Hospitals:

NOW THEREFORE

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

(See Attachment LXVI for background information, page 1624)



10. Resolution No. 2021-105, 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**

**ALAN A. STOCKMEISTER, CHAIR**

**ERIN P. HOEFLINGER**

**CARLY G. SOBOL**

Harold L. Paz

Bruce A. McPheron

Michael Papadakis

David P. McQuaid (until June 30, 2021)

Andrew M. Thomas

David E. Cohn

Elizabeth Seely

Scott A. Holliday

Iahn Gonsenhauser

Jacalyn Buck

Kristopher M. Kipp

Minka L. Schofield (until June 30, 2021)

Amit Agrawal (until June 30, 2021)

**LISA KEDER** (effective July 1, 2021)

**ALISON R. WALKER** (effective July 1, 2021)

Abigail S. Wexner (ex officio)

**Action:** Upon the motion of Dr. Fujita, seconded by Mr. Zeiger, the board approved the foregoing motions by unanimous roll call vote with the following members present and voting: Ms. Krueger, Dr. Fujita, Mr. Stockmeister, Mr. Zeiger, Mr. Shah, Mr. Steinour, Mr. Schottenstein, Ms. Hilsheimer, Mr. Heminger, Dr. Johnson, Dr. Paz, Dr. McPheron and Mr. Papadakis. Mrs. Wexner was not present for this vote.

**EXECUTIVE SESSION**

It was moved by Dr. Paz, and seconded by Mr. Shah, that the board recess into executive session to consider business-sensitive trade secrets and quality matters 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: Ms. Krueger, Dr. Fujita, Mr. Stockmeister, Mr. Zeiger, Mr. Shah, Mr. Steinour, Mr. Schottenstein, Ms. Hilsheimer, Mr. Heminger, Dr. Johnson, Dr. Paz, Dr. McPheron and Mr. Papadakis. Mrs. Wexner was not present for this vote.

The board entered executive session at 1:42 p.m. and adjourned at 5:03 p.m.

ATTACHMENT LXII

# Wexner Medical Center Board Report

William B. Farrar, MD  
May 18, 2021



## The James



Creating a Cancer-free World.  
One Person, One Discovery at a Time.

The Ohio State University Comprehensive Cancer Center – Arthur G. James Cancer Hospital and Richard J. Solove Research Institute

# President Biden Visits the OSUCCC – James

**“A source of hope.”**

On the 11th anniversary of the Affordable Care Act, President Joe Biden paid a special visit to The Ohio State University Wexner Medical Center.

The OSUCCC – James was awarded a \$100 million grant in 2010 to expand access to cancer care in Ohio. This grant was funded through the Affordable Care Act and allowed for the addition of a floor in the new hospital for Radiation Oncology.

In recognition of the 11-year anniversary of the signing of the Affordable Care Act, Joseph R. Biden, president of the United States of America, marked the occasion with a visit to The James on March 23. His visit included a tour of Radiation Oncology, and meetings with hospital, health system, and university leaders.



# Disruptions brought by COVID-19 have significantly interrupted almost all aspects of cancer control and prevention infrastructures.

Recently published studies suggest that a substantial decline in cancer screenings nationwide is occurring as a result of the COVID-19 pandemic. Oncologists across the country consider this a troubling trend that could lead to more advanced disease diagnoses and poorer treatment outcomes.

The National Cancer Institute predicts the number of people who will die from breast and colon cancer in the U.S. will increase by nearly 10,000 over the next decade because of COVID-19's impact on cancer care.



**There is no routine breast cancer.**

There are more than 300,000 new breast cancer diagnoses each year in the United States. The majority of these diagnoses are preventable. The early detection of breast cancer through mammography can significantly reduce the risk of death from breast cancer. It's time to get screened.

**NEW! The James Cancer Institute**  
375 North Main Street, Columbus, OH 43230

**The James**  
The Ohio State University



**There is no routine mammogram.**

When it comes to mammograms, every part of the process has been disrupted. From the ability to schedule an appointment to the availability of mammography equipment, the process has been significantly impacted. The result is that many women are not getting the mammograms they need. It's time to get screened.

**NEW! The James Mammography**  
1111 East Hill Street, Columbus, OH 43230  
Call 614-340-4477 for more information or to schedule your appointment.

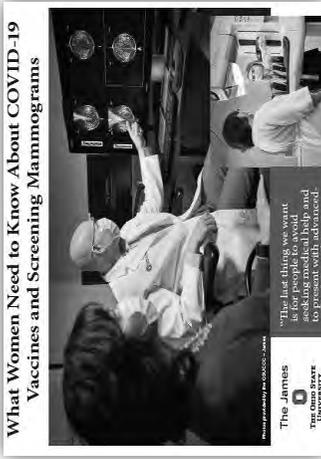
**The James**  
The Ohio State University

# The OSUCCC – James has invested in marketing and communications initiatives urging individuals not to delay recommended cancer screenings, doctor’s visits, and treatments.

May 18-20, 2021, Board of Trustees Meetings



Increased digital and TV advertising, including a new diagnostic center commercial.



Ran screening advertorials in the Sunday Dispatch.



Promoted cancer screenings on weekly 10TV and Local-12 Cincinnati segments.

# The James Diagnostic Center offers patients expert evaluation and access to the appropriate diagnostic testing for a timely and precise cancer diagnosis.



Diagnostic testing  
(CT scan, MRI  
scan, ultrasound)



Blood and  
lab tests



Biopsy to be  
examined  
under a  
microscope



Referral to  
cancer  
specialists

1593

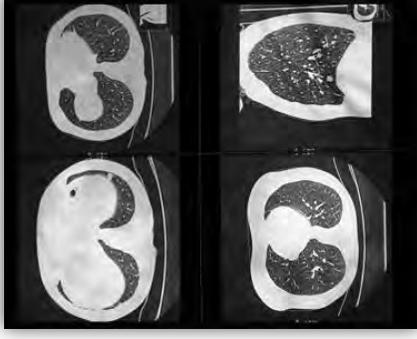
The James



# Two Studies Provide Evidence for Updated Lung Cancer Screening Guidelines

Two new studies published by investigators at The Ohio State University and the UNC Lineberger Comprehensive Cancer Center provide important evidence review and predictive modeling data to confirm recently updated lung cancer screening guidelines implemented by the U.S. Preventive Services Task Force (USPSTF).

The studies and the new screening guidelines were published in the *Journal of the American Medical Association (JAMA)* on March 9.



## Updated Screening Guidelines

The newly updated guideline recommends annual low-dose CT lung cancer screening for individuals of age 50 to 80 who have a 20-pack-a-year smoking history and currently smoke or have quit within the past 15 years.

The James

# Ohio State Cancer Faculty Gain National Awards and Honors

May 18-20, 2021, Board of Trustees Meetings



**Leigha Senter-Jamieson, MS, CGC**

Received 2020 Pitt Public Health Distinguished Alumni Award for Teaching and Dissemination



**Matthew Ringel, MD**

Appointed editor-in-chief of the journal *Endocrine-Related Cancer*



**Payal Desai, MD**

Selected as co-chair of the Sickle Cell Disease Coalition's (SCDC) Research & Clinical Trials Working Group



**Heather Hampel, MS, LGC**

Elected secretary/treasurer-elect for the National Society of Genetic Counselors (NSGC)

**The James**



# President Johnson to Help Lead Team Buckeye for 2021

May 18-20, 2021, Board of Trustees Meetings

Ohio State University President Kristina M. Johnson, PhD, will serve as the honorary captain for Ohio State's super peloton, Team Buckeye. Dr. Johnson is the first president of the university to serve in this position.

## Registration Update:

- 826 members
- 77 pelotons, including one led by Dr. Paz – Paz's Pedalers
- Volunteering is up 37% over last year
- Fundraising is up 81% from same time last year

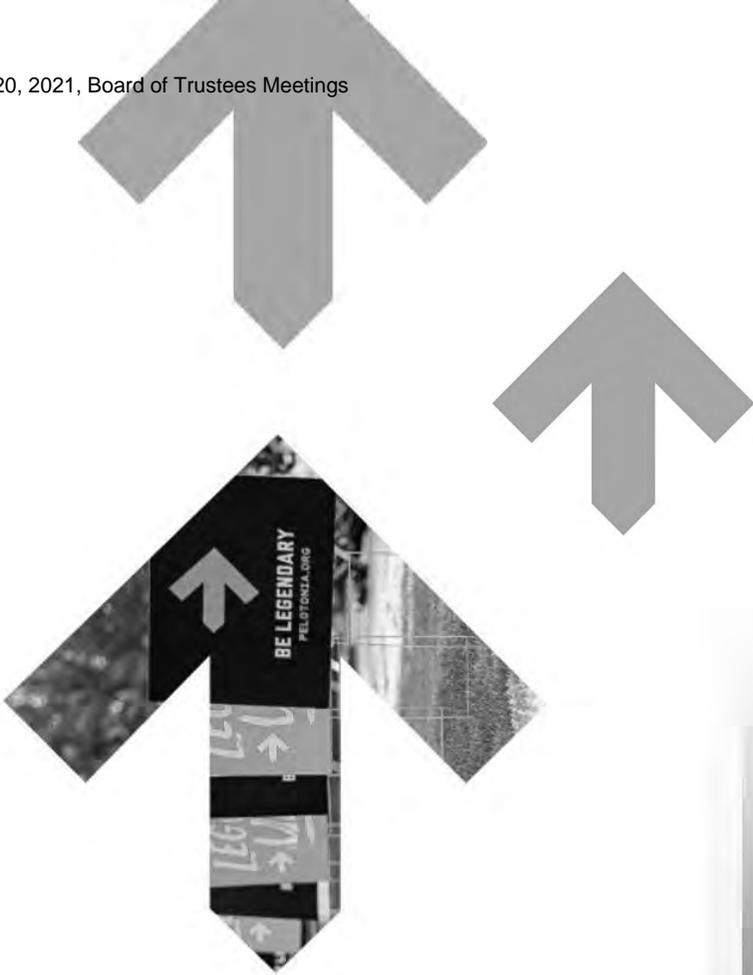


The COVID-19 pandemic has changed the world in many ways, but it has proven to be no match for the spirit of Pelotonia.

**\$219,325,180**  
All-time funds raised

**\$1,725,181**  
2021 funds raised (*year to date*)

**4,123**  
2021 participants (*year to date*)



# Wexner Medical Center Financial Report Public Session

*May 18, 2021*



# The Ohio State University Health System

Consolidated Statement of Operations  
 For the YTD ended: March 31, 2021  
 (in thousands)

OSUHS	Actual	Budget	Act-Bud Variance	Budget % Var	Prior Year	PY % Var
<b>OPERATING STATEMENT</b>						
Total Operating Revenue	\$ 2,637,861	\$ 2,589,951	\$ 47,910	1.8%	\$ 2,500,486	5.5%
Operating Expenses						
Salaries and Benefits	1,119,649	1,130,115	10,466	0.9%	1,106,942	-1.1%
Resident/Purchases Physician Services	94,290	93,569	(721)	-0.8%	87,485	-7.8%
Supplies	305,827	285,320	(20,507)	-7.2%	277,835	-10.1%
Drugs and Pharmaceuticals	345,565	334,057	(11,508)	-3.4%	319,069	-8.3%
Services	243,090	252,766	9,676	3.8%	242,729	-0.1%
Depreciation	132,734	132,739	5	0.0%	130,663	-1.6%
Interest	22,310	22,310	-	0.0%	24,132	7.6%
Shared/University Overhead	54,458	54,287	(171)	-0.3%	49,288	-10.5%
<b>T total Expense</b>	<b>2,317,923</b>	<b>2,305,163</b>	<b>(12,760)</b>	<b>-0.6%</b>	<b>2,238,143</b>	<b>-3.6%</b>
Gain (Loss) from Operations (pre MCI)	319,938	284,788	35,150	12.3%	262,343	22.0%
Medical Center Investments	(137,973)	(137,973)	-	0.0%	(130,301)	-5.9%
Income from Investments	17,555	13,538	4,017	29.7%	26,452	-33.6%
Other Gains (Losses)	17,239	18,796	(1,557)	---	13,596	---
<b>Excess of Revenue over Expense</b>	<b>\$ 216,759</b>	<b>\$ 179,150</b>	<b>\$ 37,609</b>	<b>21.0%</b>	<b>\$ 172,090</b>	<b>26.0%</b>

# The OSU Wexner Medical Center

Combined Statement of Operations  
 For the YTD ended: March 31, 2021  
 (in thousands)

	Actual	Budget	Act-Bud Variance	Budget % Var	Prior Year	PY % Var
<b>OPERATING STATEMENT</b>						
Total Revenue	\$ 3,360,761	\$ 3,313,258	\$ 47,503	1.4%	\$ 3,195,005	5.2%
Operating Expenses						
Salaries and Benefits	1,764,770	1,790,999	26,229	1.5%	1,711,432	-3.1%
Resident/Purchases Physician Services	94,290	93,569	(721)	-0.8%	87,485	-7.8%
Supplies	336,919	319,933	(16,986)	-5.3%	313,832	-7.4%
Drugs and Pharmaceuticals	352,370	340,928	(11,442)	-3.4%	327,028	-7.7%
Services	362,661	386,922	24,261	6.3%	372,403	2.6%
Depreciation	146,131	149,335	3,204	2.1%	150,383	2.8%
Interest/Debt	22,497	22,503	6	0.0%	24,291	7.4%
Other Operating Expense	11,574	8,204	(3,370)	-41.1%	888	-1204.0%
Medical Center Investments	20,563	12,610	(7,953)	-63%	6,737	-205.2%
Total Expense	3,111,775	3,125,002	13,227	0.4%	2,994,479	-3.9%
Excess of Revenue over Expense	\$ 248,986	\$ 188,256	\$ 60,730	32.3%	\$ 200,526	24.2%
<b>Financial Metrics</b>						
Integrated Margin Percentage	7.4%	5.7%	1.7%	30.4%	6.3%	18.0%
Adjusted Admissions	96,311	103,160	(6,848)	-6.6%	100,815	-4.5%
Operating Revenue per AA	\$ 27,389	\$ 25,106	\$ 2,283	9.1%	\$ 24,803	10.4%
Total Expense per AA	\$ 24,067	\$ 22,346	\$ (1,721)	-7.7%	\$ 22,201	-8.4%
This statement does not conform to Generally Accepted Accounting Principles. Different accounting methods are used in each of these entities and no eliminating entries are included.						

# The OSU Wexner Medical Center

## Combined Balance Sheet

### As of: March 31, 2021

(in thousands)

May 18-20, 2021, Board of Trustees Meetings

	March 2021	June 2020	Change
Cash	\$ 1,776,785	\$ 1,745,208	\$ 31,577
Net Patient Receivables	435,221	378,653	56,568
Other Current Assets	693,623	621,211	72,413
Assets Limited as to Use	422,276	421,698	578
Property, Plant & Equipment - Net	2,010,640	1,776,952	233,687
Other Assets	510,283	500,035	10,247
<b>Total Assets</b>	<b>\$ 5,848,828</b>	<b>\$ 5,443,757</b>	<b>\$ 405,071</b>
Current Liabilities	\$ 1,004,771	\$ 786,467	\$ 218,303
Other Liabilities	137,760	134,798	2,962
Long-Term Debt	618,531	660,405	(41,874)
Net Assets - Unrestricted	3,322,564	3,089,692	232,872
Net Assets - Restricted	765,203	772,395	(7,192)
<b>Liabilities and Net Assets</b>	<b>\$ 5,848,828</b>	<b>\$ 5,443,757</b>	<b>\$ 405,071</b>

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.

ATTACHMENT LXIV

**Wexner Medical Center  
FY22 Budget  
Public Session**

*May 18, 2021*



# The OSU Wexner Medical Center

*Combined Income Statement  
For the Years ended June 30*

May 18-20, 2021, Board of Trustees Meetings

	Forecast 2021	Budget 2022	% Change
<b>OPERATING STATEMENT (in thousands)</b>			
Total Operating Revenue	\$ 4,595,934	\$ 4,795,754	4.3%
Operating Expenses			
Salaries and Benefits	2,439,845	2,605,248	6.8%
Supplies and Pharmaceuticals	918,643	952,283	3.7%
Services	498,806	535,804	7.4%
Depreciation	202,229	226,952	12.2%
Interest/Debt	39,925	37,245	-6.7%
Other Operating Expense	140,662	144,724	2.9%
Medical Center Investments	15,656	6,418	-59.0%
<b>Total Expense</b>	<b>4,255,765</b>	<b>4,508,674</b>	<b>5.9%</b>
<b>Excess of Revenue over Expense</b>	<b>\$ 340,169</b>	<b>\$ 287,080</b>	<b>-15.6%</b>

# The OSU Wexner Medical Center

*Combined Income Statement  
For the Years ended June 30*

(in thousands)	Forecast 2021	Budget 2022	% Change
<b>Health System</b>			
Revenues	\$ 3,559,422	\$ 3,685,068	3.5%
Expenses	3,253,654	3,419,688	5.1%
Net	305,768	265,380	-13.2%
<b>OSUP</b>			
Revenues	\$ 534,225	\$ 574,473	7.5%
Expenses	524,268	570,596	8.8%
Net	9,957	3,877	-61.1%
<b>COM/OHS</b>			
Revenues	\$ 502,287	\$ 536,213	6.8%
Expenses	477,843	518,390	8.5%
Net	24,444	17,823	-27.1%
<b>Total Medical Center</b>			
Revenues	\$ 4,595,934	\$ 4,795,754	4.3%
Expenses	4,255,765	4,508,674	5.9%
Net	340,169	287,080	-15.6%

ATTACHMENT LXV

**Proposed Changes to the James Medical Staff Bylaws**

*(to Bylaws Committee, MSAC, Med Staff Vote, QPAC, WMC Board, UBOT)*

Section	Change	Logic
<p><b>3335-111-07 Categories of the medical staff.</b></p>	<p>a. To change language under (D) Associate Attendings regarding voting privileges.</p> <p>(c) Vote on all matters presented at general and special meetings of the medical staff and at committees of which he or she is a member unless otherwise <del>provided by resolution of the staff</del> prohibited by these bylaws, <del>clinical department or committee</del> and approved by the medical staff administrative committee.</p>	<p>To clarify the voting eligibility of associate attendings.</p>
<p><b>3335-111-09 Elected officers of the medical staff of the CHRI.</b></p>	<p>(B) Chief of staff-elect.</p> <p>The chief of staff-elect shall:</p> <ol style="list-style-type: none"> <li>1. Serve on those committees of the Ohio state medical center board as appointed by the chairperson of the medical center board.</li> <li>2. Serve as the chairperson of the bylaws committee of the CHRI.</li> <li>3. Carry out all the duties of the chief of staff when the chief of staff is unable to do so.</li> <li>4. Oversee the inclusion of changes in the bylaws, rules and regulations of the medical staff.</li> <li>5. Assist the Chief of Staff with duties outlined above in section (A) 1-6.</li> </ol> <p>(D) Qualifications of officers.</p> <ol style="list-style-type: none"> <li>1. Officers must be members of the attending <del>or associate attending</del> staff at the time of their nomination and election and must remain members in good standing during their term of office. Failure to maintain such status shall immediately create a vacancy in the office involved.</li> <li>2. The chief executive officer and director of medical affairs, chiefs of the clinical departments, and division directors <del>medical directors, associate and assistant medical directors</del> are not eligible to serve as chief of staff or chief of staff-elect unless they are replaced in their CHRI administrative role during the period of their term of office.</li> </ol>	<p><b>The changes related to 3335-111-09 passed James MSAC in January 2019.</b></p> <p>The change related to COS-elect addresses:</p> <ul style="list-style-type: none"> <li>• COS elect duties to include assisting COS according to COS duties as described in the current bylaws.</li> </ul> <p>The change related to the qualification of officers:</p> <ul style="list-style-type: none"> <li>• Removes the eligibility of an associate attendings from being an officer.</li> <li>• Removes medical directors, associate and assistant medical directors from being ineligible for an officer's position.</li> </ul>

<p><b>3335-111-10 Administration of the medical staff of the CHRI.</b></p>	<p>This removes the possibility for associate attendings to hold a seat on the bylaws committee.</p> <p>E. Medical staff bylaws committee:</p> <p>1. Composition.</p> <p>The committee shall be composed of at least four members of the attending <del>or associate attending</del> staff pursuant to paragraph (A)(3) of rule 3335-111-09 of the Administrative Code. The chairperson shall always be the chief of staff-elect.</p>	<p>Associate attendings cannot vote for officers or COS elect. This change aligns the current standards with this one.</p>
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**Proposed Changes to the James Medical Staff Rules & Regulations**  
*(to Bylaws Committee, MSAC, Med Staff Vote, QPAC, WMC Board, UBOT)*

Section	Change	Logic
<p><b>11 Committees.</b></p>	<p>a. Change the committee names of the Leadership Council for clinical quality, safety and service.  <b>Quality Leadership Council</b></p> <p>b. Change the committee name of the Evidence based practice group.  <b>Clinical Practice Guideline Committee</b></p>	<p>a. Changes requested by the Committee Chairs and the Chief Quality and Patient safety Officer.</p>



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**3335-111-01 Medical staff name.**

The board of trustees of the Ohio state university, by official action, established "the Arthur G. James cancer hospital and Richard J. Solove research institute (CHRI)." Hereinafter, the abbreviation "CHRI" shall mean the Arthur G. James cancer hospital and Richard J. Solove research institute; the term "medical staff" shall refer to the medical staff of the cancer hospital and research institute. "The medical staff of the Arthur G. James cancer hospital and Richard J. Solove research institute" shall be the name of the hospital's medical staff organization. In accordance with rules 3335-109-01 to 3335-109-20 and 3335-104-07 of the Administrative Code, the Ohio state university Wexner medical center board (herein called "Wexner medical center board") has delegated to the medical staff of the CHRI the responsibility to prepare and recommend adoption of these bylaws.

(Board approval dates: 9/1/1993, 2/5/1999, 9/6/2002, 2/6/2004, 11/4/2005, 2/11/2011, 11/7/2014)

**3335-111-02 Purpose.**

No change

**3335-111-03 Patients.**

No change

**3335-111-04 Membership.**

No change

**3335-111-05 Peer review and corrective action.**

No change

**3335-111-06 Hearing and appellate review procedure.**

No change

**3335-111-07 Categories of the medical staff.**

The medical staff of the CHRI shall be divided into honorary, physician scholar, attending, associate attending, clinical attending, consulting medical staff and limited designations. All medical staff members with admitting privileges may admit patients in accordance with state law and criteria for standards of care established by the medical staff. Medical staff members who do not wish to obtain any clinical privileges shall be exempt from the requirements of medical malpractice liability insurance, DEA registration, demonstration of recent active clinical practice during the last two years and specific annual education requirements as outlined in the list maintained in the chief medical officer's office, but are otherwise subject to the provisions of these bylaws.



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(A) Honorary staff.

No change

(B) Physician scholar medical staff.

No change

(C) Attending medical staff.

No change

(D) Associate attending staff.

(1) Qualifications:

The associate attending staff shall consist of those regular faculty members of the colleges of medicine and dentistry who do not qualify for attending staff appointment.

(2) Prerogatives:

The associate attending staff may:

- (a) Admit patients consistent with the balanced teaching and patient care responsibilities of the institution. When, in the judgment of the director of medical affairs, a balanced teaching program is jeopardized, following consultation with the chief executive officer, the clinical department chief and with the concurrence of a majority of the medical staff administrative committee, the director of medical affairs may restrict admissions. Imposition of such restrictions shall not entitle the associate attending staff member to a hearing or appeal pursuant to rule 3335-111-06 of the Administrative Code.
- (b) Be free to exercise such clinical privileges as are granted pursuant to the bylaws.
- (c) Vote on all matters presented at general and special meetings of the medical staff and at committees of which he or she is a member unless otherwise prohibited by these bylaws or provided by resolution of the staff, clinical department or committee and approved by the medical staff administrative committee.
- (d) The associate attending staff member may not vote on amendments to the bylaws.

(3) Responsibilities:

Associate attending staff members shall:



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- (a) Meet the basic responsibilities set forth in rules 3335-111-02 and 3335-111-03 of the Administrative Code.
  - (b) Retain responsibility within the member's care area of professional competence for the continuous care and supervision of each patient in the CHRI for whom the member is providing care, or arrange a suitable alternative for such care and supervision including the supervision of interns, residents and fellows assigned to their service.
  - (c) Actively participate in such quality evaluation and monitoring activities as required by the staff and discharge such staff functions as may be required from time to time.
  - (d) Satisfy the requirements set forth in rule 3335-111-13 of the Administrative Code for attendance at medical staff meetings and meetings of those committees of which they are a member.
- (E) Clinical attending staff.  
No change
- (F) Consulting medical staff.  
No change
- (G) Limited staff.  
No change
- (H) Associates to the medical staff.  
No change
- (I) Temporary medical staff appointment.  
No change
- (J) Clinical privileges.  
No change

(Board approval dates: 9/1/1993, 3/3/1995, 4/3/1996, 12/6/1996, 9/1/1999, 12/3/1999, 6/2/2000, 4/5/2002, 9/6/2002, 2/6/2004, 11/4/2005, 7/7/2006, 8/6/2006, 2/6/2009, 9/18/2009, 5/14/2010, 10/29/2011, 4/8/2011, 8/31/2012, 2/1/2013, 11/7/2014, 11/6/2015, 4/6/2018)



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**3335-111-08 Organization of the CHRI medical staff.**

No change

**3335-111-09 Elected officers of the medical staff of the CHRI.**

(A) Chief of staff.

The chief of staff shall:

1. Serve on those committees of the Ohio state medical center board as appointed by the chairperson of the medical center board.
2. Be a vice chairperson of the medical staff administrative committee and serve as liaison between university administration, CHRI administration, and the medical staff in all matters of mutual concern within the CHRI.
3. Call, preside, and be responsible for the agenda of all general staff meetings.
4. Make medical staff committee appointments jointly with the director of medical affairs and chief of staff-elect for approval by the CHRI medical staff administrative committee.
5. Be a spokesperson for the medical staff in its external professional and public relations.
6. Serve as chairperson of the nominating committee of the medical staff.

(B) Chief of staff-elect.

The chief of staff-elect shall:

1. Serve on those committees of the Ohio state medical center board as appointed by the chairperson of the medical center board.
2. Serve as the chairperson of the bylaws committee of the CHRI.
3. Carry out all the duties of the chief of staff when the chief of staff is unable to do so.
4. Oversee the inclusion of changes in the bylaws, rules and regulations of the medical staff.
5. Assist the Chief of Staff with duties outlined above in section (A) 1-6. [MM1]

(C) Delegates at-large.

Up to two additional at-large member(s) may be appointed to the medical staff administrative committee at the recommendation of the chief executive officer of the CHRI, subject to approval of the medical staff administrative committee and subject to review and renewal every two years.

(D) Qualifications of officers.

1. Officers must be members of the attending or associate attending staff at the time of their nomination and election and must remain members in good standing during their term of office. Failure to maintain such status shall immediately create a vacancy in the office involved.
2. The chief executive officer and director of medical affairs, chiefs of the clinical departments, and division directors, medical directors, associate and/or assistant medical directors are not eligible to



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serve as chief of staff or chief of staff-elect unless they are replaced in their CHRI administrative role during the period of their term of office.[MM2]

(E) Election of officers.

1. All officers (other than at-large officers) will be elected by a majority of those voting by written or electronic ballot after the April meeting of the medical staff. If one candidate does not achieve a majority vote, there will be an election on a second ballot between the two receiving the greatest number of votes.
2. The nominating committee will be composed of five members. The chief of staff and the chief of staff-elect will serve on the committee and the chief of staff will be its chairperson. The chief of staff will appoint the three other members of the committee.
3. Nominations for officers will be accepted from the floor at the March meeting.
4. The committee's nominees will be submitted by electronic or written ballot to all voting members of the medical staff no later than May.
5. Candidates for the office of chief of staff-elect will be listed and each attending staff member may vote for one.
6. Automatic removal shall be for failure to meet those responsibilities assigned within these bylaws, failure to comply with medical staff rules and regulations, policies and procedures of the medical staff, for conduct or statements that damage the reputation of the CHRI, its goal and missions, or programs, or an automatic termination or suspension of clinical privileges that lasts more than thirty days.

(F) Term of office.

1. The chief of staff and chief of staff-elect will each serve two years in office beginning on the first of July. The chief of staff-elect will be elected in the odd years. The chief of staff may not be elected chief of staff-elect within one year of the end of the chief of staff's term in office.
2. The at-large representatives shall serve two years, beginning on the first of July. The delegate at large may succeed themselves for three successive terms (six years, total), if so elected. They may not serve again without a period of two years out of office as a delegate at large. The delegate at large may be elected chief of staff-elect at any time if they are members of the attending staff.

(G) Vacancies in office.

1. Vacancies in the office of chief of staff during the chief's term will be automatically succeeded and performed by the chief of staff-elect. When the unexpired term is one year or less, the new chief of staff will continue in office until the completion of the expected term in that office. When the unexpired term is more than one year, the new chief of staff will serve out the remaining term only.
2. Vacancies in the office of chief of staff-elect shall be filled by a special election held within sixty days of establishing the vacancy by the nominating and election process set forth in paragraph (F) of this rule. The nominating committee will make nominations and a special meeting of the voting members of the medical staff will be called to add nominations and elect the replacement. The new chief of staff-elect will become chief of staff at the end of the term of the incumbent.



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3. Vacancies in the at-large representatives' positions will be filled by appointment by the chief executive officer.

(Board approval dates: 9/1/1993, 3/3/1995, 12/6/1996, 9/1/1999, 4/5/2002, 9/6/2002, 2/6/2004, 11/4/2005, 2/6/2009, 9/18/2009, 2/11/2011, 4/8/2011, 6/6/2014, 9/2/2016, 4/6/2018)

**3335-111-10 Administration of the medical staff of the CHRI.**

Medical staff committees.

- (A) No change
- (B) No change
- (C) Medical staff administrative committee:  
No change
- (D) Credentialing committee of the hospitals of the Ohio state university:  
No changes
- (E) Medical staff bylaws committee:

- (1) Composition.

The committee shall be composed of at least four members of the attending ~~or associate attending~~ staff pursuant to paragraph (A)(3) of rule 3335-111-09 of the Administrative Code. The chairperson shall always be the chief of staff-elect.

- (2) Duties.

To review and recommend amendments to the medical staff administrative committee as necessary to maintain bylaws that reflect the structure and functions of the medical staff but not less than every two years. This committee will recommend changes to the medical staff administrative committee.

- (F) Committee for practitioner health.

No changes

- (G) Cancer subcommittee:

Composition:



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Required to be included as members of the cancer subcommittee are physician representatives from surgery, medical oncology, radiology, radiation oncology, anesthesia, plastic surgery, urology, otolaryngology/head and neck, hematology, gynecologic oncology, thoracic surgery, orthopaedic oncology, neurological oncology, emergency medicine, palliative medicine and pathology, the cancer liaison physician and non-physician representatives from the cancer registry, administration, nursing, social services, and quality assurance. Other disciplines should be included as appropriate for the institution. The chairperson is appointed at the recommendation of the chief executive officer of the CHRI and the director of medical affairs, subject to the approval of the medical staff administrative committee and subject to review and renewal on a yearly basis.

(1) Duties:

- (a) Develop and evaluate the annual goals and objectives for the clinical, educational, and programmatic activities related to cancer.
- (b) Promote a coordinated, multidisciplinary approach to patient management.
- (c) Ensure that educational and consultative cancer conferences cover all major site and related issues.
- (d) Ensure that an active supportive care system is in place for patients, families, and staff.
- (e) Monitor quality management and improvement through completion of quality management studies that focus on quality, access to care, and outcomes.
- (f) Promote clinical research.
- (g) Supervise the cancer registry and ensure accurate and timely abstracting, staging, and follow-up reporting.
- (h) Perform quality control of registry data.
- (i) Encourage data usage and regular reporting.
- (j) Ensure content of the annual report meets requirements.
- (k) Publishes the annual report by November first of the following year.
- (l) Upholds medical ethical standards.
- (m) Serve as cancer committee for commission on cancer program of the American college of surgeons.

(2) Meetings:



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- (a) The subcommittee shall meet in collaboration with the medical staff administrative committee as a policy-advisory and administrative body with documentation of activities and specialties in attendance.
- (b) Any member anticipating an absence from the meeting should designate a representative to attend in their place.

(A) Ethics committee.

No Change

(B) Practitioner evaluation committee.

No change

(C) Professionalism consultation committee.

No change

**3335-111-11 History and physical.**

No change

**3335-111-12 Amendments and adoption.**

No change

**3335-111-13 Meetings and dues.**

No change

**3335-111-14 Rules of construction.**

No Change

**Proposed Changes to the James Medical Staff Bylaws**

*(to Bylaws Committee, MSAC, Med Staff Vote, QPAC, WMC Board, UBOT)*

Section	Change	Logic
<p><b>3335-111-07 Categories of the medical staff.</b></p>	<p>a. To change language under (D) Associate Attendings regarding voting privileges.</p> <p>(c) Vote on all matters presented at general and special meetings of the medical staff and at committees of which he or she is a member unless otherwise <del>provided by resolution of the staff</del> prohibited by these bylaws, <del>clinical department or committee</del> and approved by the medical staff administrative committee.</p>	<p>To clarify the voting eligibility of associate attendings.</p>
<p><b>3335-111-09 Elected officers of the medical staff of the CHRI.</b></p>	<p>(B) Chief of staff-elect.</p> <p>The chief of staff-elect shall:</p> <ol style="list-style-type: none"> <li>1. Serve on those committees of the Ohio state medical center board as appointed by the chairperson of the medical center board.</li> <li>2. Serve as the chairperson of the bylaws committee of the CHRI.</li> <li>3. Carry out all the duties of the chief of staff when the chief of staff is unable to do so.</li> <li>4. Oversee the inclusion of changes in the bylaws, rules and regulations of the medical staff.</li> <li>5. Assist the Chief of Staff with duties outlined above in section (A) 1-6.</li> </ol> <p>(D) Qualifications of officers.</p> <ol style="list-style-type: none"> <li>1. Officers must be members of the attending <del>or associate attending</del> staff at the time of their nomination and election and must remain members in good standing during their term of office. Failure to maintain such status shall immediately create a vacancy in the office involved.</li> <li>2. The chief executive officer and director of medical affairs, chiefs of the clinical departments, and division directors <del>medical directors, associate and assistant medical directors</del> are not eligible to serve as chief of staff or chief of staff-elect unless they are replaced in their CHRI administrative role during the period of their term of office.</li> </ol>	<p><b>The changes related to 3335-111-09 passed James MSAC in January 2019.</b></p> <p>The change related to COS-elect addresses:</p> <ul style="list-style-type: none"> <li>• COS elect duties to include assisting COS according to COS duties as described in the current bylaws.</li> </ul> <p>The change related to the qualification of officers:</p> <ul style="list-style-type: none"> <li>• Removes the eligibility of an associate attendings from being an officer.</li> <li>• Removes medical directors, associate and assistant medical directors from being ineligible for an officer's position.</li> </ul>

<p><b>3335-111-10 Administration of the medical staff of the CHRI.</b></p>	<p>This removes the possibility for associate attendings to hold a seat on the bylaws committee.</p> <p>E. Medical staff bylaws committee:</p> <p>1. Composition.</p> <p>The committee shall be composed of at least four members of the attending <del>or associate attending</del> staff pursuant to paragraph (A)(3) of rule 3335-111-09 of the Administrative Code. The chairperson shall always be the chief of staff-elect.</p>	<p>Associate attendings cannot vote for officers or COS elect. This change aligns the current standards with this one.</p>
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**Proposed Changes to the James Medical Staff Rules & Regulations**  
*(to Bylaws Committee, MSAC, Med Staff Vote, QPAC, WMC Board, UBOT)*

Section	Change	Logic
<p><b>11 Committees.</b></p>	<p>a. Change the committee names of the Leadership Council for clinical quality, safety and service.  <b>Quality Leadership Council</b></p> <p>b. Change the committee name of the Evidence based practice group.  <b>Clinical Practice Guideline Committee</b></p>	<p>a. Changes requested by the Committee Chairs and the Chief Quality and Patient safety Officer.</p>



**MEDICAL STAFF RULES AND REGULATIONS**  
**Arthur G. James Cancer Hospital and Richard J. Solove Research Institute**  
**as of May 31, 2019**

**01 Ethical pledge.**

No Change

**02 Admission procedures.**

No Change

**03 Attending assignment.**

No Change

**04 Consultations.**

No Change

**05 Order writing privileges.**

No Change

**06 Death procedures.**

No Change

**07 Emergency preparedness.**

No Change

**08 Surgical case review (tissue committees).**

No Change

**09 Tissue disposition.**

No Change

**10 Medical records.**

No Change

**MEDICAL STAFF RULES AND REGULATIONS**

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**11 Committees.**

In addition to the medical staff committees, the medical staff shall participate in the following hospital and monitoring functions: infection control, clinical quality management, safety, and disaster planning and in other quality leadership council ~~for clinical quality, safety and service advisor~~ policy groups.

Operating Room Committee

- (A) The operating room committee shall have representation from all clinical departments utilizing the operating room. Representation will include: medical director of the CHRI operating room, the section or division chief, or their designee, of: surgery, gynecologic oncology, urology, otolaryngology, radiation oncology, thoracic surgery, surgical oncology, neurological surgery, orthopedic surgery, anesthesia, and plastic surgery; epidemiology/infection control, the medical director of perioperative services for the Ohio state university, the CHRI medical director of quality, the director of perioperative services of the CHRI operating room, the manager of perioperative services, the director of admitting, the operating room coordinator, and the CHRI director of operations. The committee chair will be a CHRI surgeon selected by the nominating committee and shall serve a two-year term beginning on the first of July. The committee shall meet monthly and carry out the following duties:
- (1) Develop written policies and procedures concerning the scope and provision of care in the surgical suite in cooperation with the departments and services concerned, including allocation of operating room resources. Allocation of operating room time will be done by the director of medical affairs and approved by the operating room committee.
  - (2) Monitor quality concerns and consider problems and improvements in operating room functions brought to its attention by any of its members.
  - (3) Monitor medical staff compliance with operating room policies established for patient safety, infection control, access and throughput, and smooth functioning of the operating rooms.
  - (4) Maintain written records of actions taken, and results of those actions, and make these available to each committee member, the vice president of health services, the director of medical affairs, and the executive director of the CHRI.
- (B) Each member of the medical staff shall conform to the policies established by the operating room committee, including the following:

A member of the surgical attending staff and a member of the anesthesiology staff shall be present in person for crucial periods of surgical procedures and anesthetization, shall be familiar with the progress of the procedure, and be immediately available at all times during the procedure.

Pharmacy and Therapeutics Committee (P & T Committee)

The P & T committee shall be appointed in conformity with the medical staff bylaws and have representation from medical staff, nursing, pharmacy department, and the hospital administration. The majority of members shall be members of the medical staff. The committee shall meet at least quarterly and carry out the following duties:

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- (A) Review the appropriateness, safety, and effectiveness of the prophylactic empiric and therapeutic use of drugs, including antibiotics, through the analysis of individual or aggregate patterns of drug practice.
- (B) Consider the welfare of patients as well as education, research and economic factors when analyzing the utilization of drugs and related products.
- (C) Advise on the use and control of experimental drugs.
- (D) Develop or approve policies and procedures relating to the selection, distribution, use, handling, and administration of drugs and diagnostic testing materials.
- (E) Review all significant untoward drug reactions.
- (F) Maintain the Formulary of Accepted Drugs with review of proposed additions and deletions and review of use of non-formulary drugs within the institution.
- (G) Maintain written reports of conclusions, recommendations, actions taken, and the results of actions taken, and report these at least quarterly to the medical staff administrative committee.
- (H) Create sub-committees, as follows: pharmacy and therapeutic and drug utilization executive subcommittee; formulary sub-committee; antibiotic usage sub-committee; medication safety and policy sub-committee; and the therapeutic drug monitoring sub-committee.
- (I) Establish methods by which serum blood levels may be used to improve the therapeutic activity of drugs.
- (J) Establish programs to educate health care providers to the appropriate methods of monitoring the therapeutic effect in drugs via serum drug assays.
- (K) Provide guidance to the therapeutic drug monitoring service at the CHRI.
- (L) Recommend the development of policies and procedures to the pharmacy and therapeutic and drug utilization executive subcommittee.

Transfusion and Isoimmunization Committee

- (A) The transfusion and isoimmunization committee has representation from physicians of the clinical departments frequently using blood products, nursing, transfusion service, and hospital administration. The majority of members shall be members of the medical staff. The committee shall meet at least quarterly and carry out the following duties:
  - (1) Evaluate the appropriateness of all transfusions, including the use of whole blood and blood components.
  - (2) Evaluate all confirmed or suspected transfusion reactions.
  - (3) Develop and recommend to the medical staff administrative committee policies and procedures relating to the distribution, use, handling, and administration of blood and blood components.

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- (4) Review the adequacy of transfusion services to meet the needs of patients.
  - (5) Review ordering practices for blood and blood products.
  - (6) Provide a liaison between the clinical departments, nursing services, hospital administration, and the transfusion service.
  - (7) Use clinically valid criteria for screening and more intensive evaluation of known or suspected problems in blood usage.
  - (8) Keep written records of meetings, conclusions, recommendations, and actions taken, and the results of actions taken, and make these available to each committee member and to the medical staff administrative committee.
- (B) Each member of the medical staff shall conform to the policies established by the transfusion committee, including the following:
- (1) All pregnant patients admitted for delivery or abortion shall be tested for Rh antigen.
  - (2) No medication may be added to blood or blood products.

Infection Control Committee

- (A) The committee members shall be appointed and shall also include representation from nursing, environmental services, and hospital administration. The chairperson will be a physician with experience and/or training in infectious diseases and carry out the following duties.
- (1) Oversee surveillance and institute any recommendations necessary for investigation, prevention, and containment of nosocomial and clinical infectious diseases of both patients and staff at all facilities operated by CHRI and subject to TJC standards.
  - (2) The chairperson of the committee and the hospital epidemiologist, in consultation with the director of medical affairs of the CHRI, will take necessary actions to prevent and control emerging spread or outbreaks of infections; isolate communicable and infectious patients as indicated; and obtain all necessary cultures in emergent situations when the responsible medical staff member is unavailable.

Leadership Council for Clinical Quality, Safety and Service Quality Leadership Council

The quality leadership council for clinical quality, safety and service shall consist of members appointed pursuant to the university hospital's medical staff bylaws, and shall include the senior vice president for health sciences, the dean of the college of medicine and the chairperson of the professional affairs committee of the Wexner medical center board as ex officio members without a vote, and the director of medical affairs and chief of staff as voting members. The chief quality officer shall be the chairperson of the quality leadership council for clinical quality, safety and service. The quality leadership council for clinical quality, safety and service shall authorize policy groups to be formed to accomplish necessary hospital and medical staff functions on behalf of the CHRI and university hospitals.

CHRI representatives on the quality leadership council for clinical quality, safety and service shall be appointed as provided in the CHRI bylaws.

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(A) Duties include:

- (1) To design and implement systems and initiatives to enhance clinical care and outcomes throughout the integrated health care delivery systems.
- (2) To serve as the oversight council for the clinical quality management and patient safety plan.
- (3) To establish goals and priorities for clinical quality, safety and service on an annual basis.

(B) Clinical quality and patient safety committee.

(1) Composition.

The members shall include physicians from various clinical areas and support services, the director of clinical quality management policy group, and representation from nursing and hospitals administration. The chairperson of the policy group will be a physician.

(2) Duties.

- (a) Coordinate the quality management related activities of the clinical sections or departments, the medical information management department, utilization review, infection control, pharmacy and therapeutics and drug utilization committee, transfusion and immunization, and other medical staff and hospital committees.
- (b) Implement clinical improvement programs to achieve the goals of the CHRI quality management plan, as well as assure optimal compliance with accreditation standards and governmental regulations concerning performance improvement.
- (c) Review, analyze, and evaluate on a continuing basis the performance of the medical staff and other health care providers; and advise the clinical section or department clinical quality sub-committees in defining, monitoring, and evaluating quality indicators of patient care and services.
- (d) Serve as liaison between the CHRI and the Ohio peer review organizations through the chairperson of the policy group and the director of clinical quality.
- (e) Make recommendations to the medical staff administrative committee on the establishment of and the adherence to standards of care designed to improve the quality of patient care delivered in the CHRI.
- (f) Hear and determine issues concerning the quality of patient care rendered by members of the medical staff and hospitals staff, make appropriate recommendations and evaluate action plans when appropriate to the director of medical affairs, the chief of a clinical section or department, or hospitals administration.
- (g) Appoint ad-hoc interdisciplinary teams to address hospital-wide quality management plan.
- (h) Annually review and revise as necessary the hospital-wide clinical quality management plan.

**MEDICAL STAFF RULES AND REGULATIONS**

**Arthur G. James Cancer Hospital and Richard J. Solove Research Institute**

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- (i) Report and coordinate with the quality leadership council ~~for clinical quality, safety and service~~ all quality improvement initiatives.

(C) Clinical resource utilization policy group.

(1) Composition.

The members shall include physicians from various areas and support services, the director of clinical resource utilization policy group, and representation from nursing and hospitals administration. The chairperson of the policy group will be a physician.

(2) Duties.

- (a) Promote the most efficient and effective use of hospital facilities and services by participating in the review process and continued stay reviews on all hospitalized patients.
- (b) Formulate and maintain a written resource management review plan for hospitals consistent with applicable governmental regulations and accreditation requirements.
- (c) Conduct resource management studies by clinical service or by disease entity as requested or in response to variation from benchmark data would indicate.
- (d) Report and recommend to the quality leadership council ~~for clinical quality, safety and service~~ changes in clinical practice patterns in compliance with applicable governmental regulations and accreditation requirements when the opportunity exists to improve the resource management.

(D) ~~Evidence-based practice policy group~~ Clinical Practice Guideline Committee.

(1) Composition.

The members shall include physicians from various areas and support services, the director of the practice guidelines policy group, and representation from nursing and hospitals administration. The chairperson of the policy group will be a physician.

(2) Duties.

- (a) Oversee the planning, development, approval, implementation and periodic review of evidence-based medicine resources (i.e. clinical practice guidelines, quick reference guides, clinical pathways, and clinical algorithms) for use within the CHRI. Planning should be based on the prioritization criteria approved by the quality leadership council and review should focus on incorporating recent medical practice, literature or developments. Annual review should be done in cooperation with members of the medical staff with specialized knowledge in the field of medicine related to the guidelines.

**MEDICAL STAFF RULES AND REGULATIONS**

**Arthur G. James Cancer Hospital and Richard J. Solove Research Institute**

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- (b) To report regularly to the quality leadership council ~~for clinical quality, safety and service~~ for approval of all new and periodically reviewed evidence-based medicine resources for use within the CHRI.
- (c) Oversee the development, approval and periodic review of the clinical elements of computerized ordersets and clinical rules to be used within the information system of the CHRI. Computerized ordersets and clinical rules related to specific practice guidelines should be forwarded to the quality leadership council ~~for clinical quality, safety and service~~ for approval. All other computerized value enhancement for approval. All other computerized ordersets and clinical rules should be forwarded to the quality leadership council ~~for clinical quality, safety and service~~ for information.
- (d) To initiate and support research projects when appropriate in support of the objectives of the quality leadership council ~~for clinical quality, safety and service~~.
- (e) Oversee ongoing education of the medical staff (including specifically limited staff) and other appropriate hospital staff on the fundamental concepts and value of evidence-based practice and outcomes measurement and its relation to quality improvement.
- (f) ~~Regularly report a summary of all actions to the quality leadership council for clinical quality, safety and service.~~

(Board approval dates: 11/4/2005, 7/7/2006, 2/6/2009, 9/18/2009, 5/14/2010, 2/11/2011, 4/8/2011, 4/6/2016)

**12 Standards of practice.**

No Change

**13 Mechanism for changing rules and regulations.**

No Change

**14 Adoption of the rules and regulations.**

No Change

**15 Sanctions.**

No Change

APPENDIX LXVI

Proposed changes to the UH Medical Staff Bylaws

Section	Change	Logic
<p><b>3335-43-08</b>  <b>Organization of the Medical Staff</b></p>	<ul style="list-style-type: none"> <li>a. Ophthalmology changed to Ophthalmology and visual science</li> <li>b. Otorhinolaryngology changed to Otolaryngology-head and neck surgery</li> <li>c. Plastic Surgery changed to Plastic and reconstructive surgery.</li> <li>d. Psychiatry changed to Psychiatry and behavioral health.</li> </ul>	<ul style="list-style-type: none"> <li>a. Department name changes approved by COM Council.</li> </ul>
<p><b>3335-43-09</b>  <b>Elected Officers of the Medical Staff</b></p>	<ul style="list-style-type: none"> <li>a. Updated to reflect the Chief of Staff's participation in the Quality and Professional Affairs Committee of the Board.</li> <li>b. Committee appointments are approved by the review committee and then by MSAC.</li> <li>c. Chief of Staff will hold meetings with medical staff officers, reps from medical staff committees the CEO, CNO and medical directors.</li> <li>d. The Chief of Staff section is updated to include a statement that the COS-elect is responsible for assisting the COS with his/her duties.</li> <li>e. Update language to remove requirement that medical directors are not eligible to serve as Chief of Staff.</li> </ul>	<ul style="list-style-type: none"> <li>a. Updated to reflect current practice.</li> <li>b. Language was changed to hospital administrative leadership to include executive directors.</li> <li>c. There is a new initiative where a portion of the medical directors' collaborative meeting will be dedicated to medical staff issues and initiatives. Hospital leadership also participates in the collaborative meetings.</li> <li>d. Reflects current practice</li> <li>e. The language, as written today, greatly limits the pool of candidates that may be on the ballot to serve in this role. There are currently over 180 medical directors, many of whom have less than a 10% appointment. The Bylaws Committee agreed that medical directors should not be excluded from serving. The nominating committee vets each candidate carefully so those with larger directorships (ie a hospital medical director) will not be considered.</li> </ul>

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**Medical staff name.**

The board of trustees of the Ohio state university, by official action on September 13, 1963, established "the Ohio state university hospitals." In accordance with Chapters 3335-93-01 to 3335-93-03 and 3335-101-04 of the Administrative Code, the Ohio state university Wexner medical center board (herein called Wexner medical center board) has delegated to the medical staff of the Ohio state university hospitals the responsibility to prepare and recommend adoption of these bylaws. "The medical staff of the Ohio state university hospitals" shall be the name of the hospitals' medical staff organization.

(Board approval date: 5/14/2010, 11/7/2014)

**Purpose.**

No change.

**Patients.**

No change.

**Membership.**

No change.

**Peer review and corrective action.**

No change.

**Hearing and appeal process.**

No change.

**Categories of the medical staff.**

No change.

**Organization of the medical staff.**

(A) Each member of the attending medical, courtesy A and B medical, community affiliate medical, limited, and physician scholar medical staff shall be assigned to a clinical department and division, if applicable, upon the recommendation of the applicable chief of the clinical department.

(B) Names of clinical departments\_ and divisions.

- (1) Anesthesiology
- (2) Emergency medicine
- (3) Family medicine

Sports medicine

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(4) Internal medicine. The following divisions are designated:--

Cardiovascular medicine  
Dermatology  
Endocrinology, diabetes and metabolism--  
Gastroenterology, hepatology and nutrition--  
General internal medicine and geriatrics--  
Hematology  
Hospital medicine--  
Human genetics--  
Infectious diseases--  
Medical oncology--  
Nephrology  
Pulmonary, allergy, critical care and sleep medicine--  
Rheumatology--immunology

(5) Neurological surgery

(6) Neurology

Cognitive neurology--  
Electrodiagnostics--  
Epilepsy  
General neurology  
Multiple sclerosis and neuroimmunology--Neuromuscular  
disease  
Neurooncology--Sleep  
Stroke

(12)(7) Obstetrics and gynecology. The following divisions are designated:

General obstetrics and gynecology  
Maternal--fetal medicine  
Female pelvic medicine and reconstructive surgery--  
Gynecologic oncology  
Reproductive endocrinology and infertility

(13)(8) Ophthalmology and visual science

(14)(9) Orthopaedics. The following divisions are designated:

Hand  
Orthopaedic oncology  
Pediatry  
Sports medicine--  
Trauma

(15)(10) Otorhinolaryngology- Otolaryngology - head and neck surgery

(16) Pathology. The following divisions are designated:--

Anatomic pathology

(17)(11) Clinical pathology

(18)(12) Pediatrics. The following divisions are designated:--

Ambulatory pediatrics  
Adolescent medicine--Allergy

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~~Biochemical disorders-  
Cardiology  
Clinical genetics-  
Dermatology  
Endocrinology/metabolism-  
Gastroenterology  
General pediatrics-  
Handicapped child-  
Hematology/oncology-  
Infectious diseases-  
Neonatology-Nephrology-  
Neurology  
Nutrition  
Pediatric education/research and evaluation-  
Pharmacology/toxicology  
Psychology-Pulmonary~~

~~(19) Physical medicine and rehabilitation. The following division is designated:-~~

~~Pediatric physical medicine and rehabilitation~~

~~(20) Rehabilitation psychology~~

~~(24)(13) Plastic and reconstructive surgery.~~

~~(22)(14) Psychiatry and behavioral health. The following divisions are designated:-~~

~~General psychiatry  
Child and adolescent psychiatry Geriatric  
psychiatry  
Health psychology~~

~~(23)(15) Radiation oncology.~~

~~Pediatric radiation oncology~~

~~(24)(16) Radiology. The following divisions are designated:-~~

~~Diagnostic radiology  
Nuclear medicine~~

~~(25)(17) Surgery. The following divisions are designated:-~~

~~Cardiac surgery  
Colon and rectal surgery  
General and gastrointestinal surgery-  
Pediatric surgery  
Surgical oncology-  
Thoracic surgery-  
Transplant  
Trauma, critical care and burn Vascular  
diseases and surgery~~

~~(26)(18) Urology.~~

~~(27)(19) Dentistry. The following divisions are designated:-~~

~~General dentistry  
Oral and maxillofacial surgery~~

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- (C) The directors of the divisions in the Ohio state university hospitals shall be appointed by the chiefs of the clinical departments in the Ohio state university hospitals in which the divisions are included. Clinical divisions may be added or deleted upon the recommendation of the chief of the clinical department with the concurrence of a majority of the medical staff administrative committee.
- (D) Qualifications and responsibilities of the chief of the clinical department.

The academic department chairperson shall ordinarily serve also as the chief of the clinical department. Each chief of the clinical department shall be qualified by education and experience appropriate to the discharge of the responsibilities of the position. Each chief of the clinical department must be board certified by an appropriate specialty board or must establish comparable competence. The chief of the clinical department must be a medical staff member at the Ohio state university hospitals. Such qualifications shall be judged by the respective dean of the college of medicine or dentistry. Qualifications for chief of the clinical department generally shall include: recognized clinical competence, sound judgment and well-developed administrative skills.

- (1) Procedure for appointment and reappointment of the chief of the clinical department.

Appointment or reappointment of chief of the clinical department shall be made by the dean of the respective college of medicine or dentistry in consultation with elected representatives of the medical staff and the chief medical officer.

- (2) Term of appointment of the chief of the clinical department.

The term of appointment of the chief of the clinical department shall be concurrent with the chief's academic appointment but shall be no longer than four years. Prior to the end of said four-year term, a review shall be conducted by the dean of the college of medicine and such review shall serve as the basis for the recommendation for reappointment pursuant to paragraph (D)(1) of this rule.

- (3) Duties of the chief of the clinical department.

Each chief of the clinical department is responsible for the following:

- (a) Clinically related activities of the department;
- (b) Administratively related activities of the department, unless otherwise provided by the hospital;
- (c) Continuing surveillance of the professional performance of all practitioners in the department who have delineated clinical privileges;
- (d) Recommending to the medical staff the criteria for clinical privileges that are relevant to the care provided in the department;
- (e) Recommending clinical privileges for each practitioner of the department based on relevant training and experience, current appraised competence, health status that does not present a risk to patients, and evidence of satisfactory performance with existing privileges;
- (f) Assessing and recommending to the relevant hospital authority off-site sources for needed patient care, treatment, and services not provided by the department or the hospital;
- (g) The integration of the department or service into the primary functions of the hospital,

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developing services that complement the medical center's mission and plan for clinical program development;

- (h) The coordination and integration of interdepartment and intradepartmental services;
- (i) The development and implementation of policies and procedures that guide and support the provision of care, treatment, and services. This includes the development, implementation, enforcement and updating of departmental policies and procedures that are consistent with the hospital's mission. The clinical department chief shall make such policies and procedures available to the medical staff;
- (j) The recommendations for a sufficient number of qualified and competent persons to provide care, treatment, and services, including ensuring that call coverage provides for continuous high quality and safe care;
- (k) The determination of the qualifications and competence of department or service personnel who are not licensed independent practitioners and who provide patient care, treatment, and services;
- (l) The continuous assessment and improvement of the quality of care, treatment, and services;
- (m) The maintenance of quality control programs, as appropriate;
- (n) The orientation and continuing education of all persons in the department or service;
- (o) Recommending space and other resources needed by the department or service; and
- (p) Hold regular clinical department meetings and ensure open lines of communication are maintained in the clinical department. The agenda for the meetings shall include, but not be limited to, a discussion of the clinical activities of the department and communication of the decisions of the medical staff administrative committee. Minutes of departmental meetings, including a record of attendance, shall be electronically available and/or distributed to all medical staff members in the clinical department, and such minutes shall be kept in the clinical department.

**Elected officers of the medical staff of the Ohio state university hospitals.**

(A) Chief of staff.

The chief of staff shall:

- (1) Serve on those committees of the Ohio state university Wexner medical center board as appointed by the chairperson of that board.
- (2) Serve as vice chairperson of the medical staff administrative committee.
- (3) Provide for communication between the medical staff and the Ohio state university Wexner medical center board or its committees in matters of quality of care, education, and research.

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- (4) Serve as liaison between the Ohio state university hospitals administration, medical administration, and the medical staff in all matters of mutual concern within the Ohio state university hospitals. In consultation with the medical directors and the chief medical officer, seek to ensure that the medical staff is represented and participates as appropriate in any Ohio state university hospitals deliberation which affects the discharge of medical staff responsibilities.
  - (5) Call, preside, and be responsible for the agenda of all general medical staff meetings.
  - (6) Make medical staff committee appointments jointly with the medical directors and chief of staff-elect in consultation with the chief executive officer of the Ohio state university hospitals health system and with the approval of the Wexner medical center board, ~~with the exception of the members of the medical staff administrative committee and nominating committee.~~
  - (7)
  - (8) Be spokesperson for the medical staff in its external professional and public relations.
  - (9) Serve as chairperson of the nominating committee of the medical staff.
  - (10) Hold meetings of the elected medical staff officers, representatives from medical staff committees, ~~the chief executive officer, the chief nursing officer,~~hospital administrative leadership and medical directors.
- (B) Chief of staff-elect.
- The chief of staff-elect shall:
- (1) Serve on those committees of the Ohio state university Wexner medical center board as appointed by the chairperson of the Wexner medical center board.
  - (2) Carry out all the duties of the chief of staff when the chief of staff is unable to do so.
  - (3) ~~(3)~~ Oversee the inclusion of changes in the bylaws, rules and regulations of the medical staff.
  - (3)(4) ~~(3)(4)~~ Assist the Chief of Staff with duties outlined above in Section A (1)-(9).
- (C) Representatives of the medical staff elected at-large.
- There shall be three medical staff representatives elected at-large. Each representative shall be a member of the medical staff administrative committee and shall serve on those committees of the Ohio state university Wexner medical center board as appointed by the chairperson of the Wexner medical center board.
- (D) Qualifications of officers.
- (1) Officers must be members of the attending staff at the time of their nomination and election and must remain members in good standing during the term of their office. Failure to maintain such status shall immediately create a vacancy in the office involved.
  - (3)(2) ~~(3)(2)~~ The medical director, associate medical directors, assistant medical directors and ~~c~~chiefs of the clinical departments shall not be eligible to serve as chief of staff or chief of staff-elect unless they are replaced in their Ohio state university hospitals administrative role during the period of their term of office.
- (E) Election of officers.
- (1) All officers (other than at-large officers) shall be elected by a majority of those voting by written or electronic ballot of the attending staff.
  - (2) The nominating committee shall be composed of five members. The chief of staff shall serve

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on the committee and shall select four other members for the committee. The chief of staff shall be its chairperson.

- (3) Nominations for officers shall be accepted from any member of the medical staff and shall be submitted either electronically or in writing to the nominating committee.
  - (4) The committee's nominees shall be submitted to all voting members of the attending staff no later than May first of the election year.
  - (5) Candidates for the office of chief of staff-elect shall be listed and each attending staff member shall be entitled to cast one vote. Candidates for the at-large positions shall be voted upon as a group. Each voting member of the attending staff shall be entitled to vote for three at-large candidates. The three candidates with the highest number of votes shall be elected. A majority of the votes shall not be necessary.
  - (6) Automatic removal shall be for failure to meet those responsibilities assigned within these bylaws, failure to comply with medical staff rules and regulations, policies and procedures of the medical staff, for conduct or statements that damage the reputation of the Ohio state university Wexner medical center, its goals and missions, or programs, or an automatic termination or suspension of clinical privileges that lasts more than thirty days.
- (F) Term of office.
- (1) The chief of staff and chief of staff-elect shall each serve two years in office beginning on July first. The chief of staff-elect shall be elected in the odd numbered years. A former chief of staff may not succeed the immediately preceding chief of staff-elect.
  - (2) The at-large representatives shall each serve two years, beginning July first. The at-large representatives may succeed themselves for three successive terms (six years total), if so elected. Upon completion of the three successive terms, the representative may not serve again without a period of two years out of office as an at-large representative. The representative may be elected chief of staff-elect at any time.
- (G) Vacancies in office.
- (1) A vacancy in the office of chief of staff shall be filled by the chief of staff-elect. If the unexpired term is one year or less, the new chief of staff shall serve out the remaining term in office and shall then serve as chief of staff for the term for which elected. If the unexpired term is more than one year, the new chief of staff shall serve out the remaining term only.
  - (2) Vacancies in the office of chief of staff-elect shall be filled by a special election held within sixty days of the vacancy by the nominating and election process set forth in paragraph (F) of this rule. The new chief of staff-elect shall become chief of staff at the end of the term of the incumbent.
  - (3) Vacancies in the at-large representatives medical staff positions shall be filled by appointment by the chief of staff.

(Board approval dates: 6/7/2002, 3/5/2003, 5/30/2003, 11/4/2005, 2/2/2007, 9/19/2008, 9/18/2009, 4/8/2011, 8/31/2012, 11/7/2014, 9/2/2016, 4/6/2018)

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**Administration of the medical staff of the Ohio state university hospitals**

No change.

**Meetings and dues.**

No change.

**Amendments and adoption.**

No change.

**Rules of construction.**

No change.

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**3335-43-01 Medical staff name.**  
No change.

**3335-43-02 Purpose.**  
No change.

**3335-43-03 Patients.**  
No change.

**3335-43-04 Membership.**  
No change.

**3335-43-05 Peer review and corrective action.**  
No change.

**3335-43-06 Hearing and appeal process.**  
No change.

**3335-43-07 Categories of the medical staff.**  
No change.

**3335-43-08 Organization of the medical staff.**

(A) Each member of the attending medical, courtesy A and B medical, community affiliate medical, limited, and physician scholar medical staff shall be assigned to a clinical department and division, if applicable, upon the recommendation of the applicable chief of the clinical department.

(B) Names of clinical departments

- (1) Anesthesiology.
- (2) Emergency medicine.
- (3) Family and community medicine.
- (4) Internal medicine.
- (5) Neurological surgery.
- (6) Neurology.
- (7) Obstetrics and gynecology.
- (8) Ophthalmology and visual sciences.
- (9) Orthopaedics.
- (10) Otolaryngology - head and neck surgery.
- (11) Pathology.

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- (12) Pediatrics.
  - (13) Physical medicine and rehabilitation.
  - (14) Plastic and reconstructive surgery.
  - (15) Psychiatry and behavioral health.
  - (16) Radiation oncology.
  - (17) Radiology.
  - (18) Surgery.
  - (19) Urology.
  - (20) Dentistry.
- (C) The directors of the divisions in the Ohio state university hospitals shall be appointed by the chiefs of the clinical departments in the Ohio state university hospitals in which the divisions are included. Clinical divisions may be added or deleted upon the recommendation of the chief of the clinical department with the concurrence of a majority of the medical staff administrative committee.
- (D) Qualifications and responsibilities of the chief of the clinical department.

The academic department chairperson shall ordinarily serve also as the chief of the clinical department. Each chief of the clinical department shall be qualified by education and experience appropriate to the discharge of the responsibilities of the position. Each chief of the clinical department must be board certified by an appropriate specialty board or must establish comparable competence. The chief of the clinical department must be a medical staff member at the Ohio state university hospitals. Such qualifications shall be judged by the respective dean of the college of medicine or dentistry. Qualifications for chief of the clinical department generally shall include: recognized clinical competence, sound judgment and well-developed administrative skills.

- (1) Procedure for appointment and reappointment of the chief of the clinical department.

Appointment or reappointment of chief of the clinical department shall be made by the dean of the respective college of medicine or dentistry in consultation with elected representatives of the medical staff and the chief medical officer.

- (2) Term of appointment of the chief of the clinical department.

The term of appointment of the chief of the clinical department shall be concurrent with the chief's academic appointment but shall be no longer than four years. Prior to the end of said four-year term, a review shall be conducted by the dean of the college of medicine and such review shall serve as the basis for the recommendation for reappointment pursuant to paragraph (D)(1) of this rule.

- (3) Duties of the chief of the clinical department.

**3335-43-09 Elected officers of the medical staff of the Ohio state university hospitals.**

**3335-43-10 Administration of the medical staff of the Ohio state university hospitals**

- (A) Chief medical officer.  
No change.
- (B) Chief quality officer.

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No change.

(C) Medical directors.  
No change.

(D) Medical staff committees.  
No change.

(E) Medical staff administrative committee.  
No change.

(F) Credentialing committee of the hospitals of the Ohio state university:  
No change.

(G) Committee for practitioner health.  
No change.

(H) Medical staff bylaws committee.  
No change.

(I) Infection prevention committee.  
No change.

(J) Ethics committee.  
No change.

(K) Practitioner evaluation committee.  
No change.

(L) Quality Leadership Council Leadership council for clinical quality, safety and service.

a. Composition:

The quality leadership council shall consist of members appointed in accordance with paragraph (A)(6) of rule 3335-43-09 of the Administrative Code, and shall include the executive vice president for health sciences, the dean of the college of medicine and the chairperson of the quality and professional affairs committee of the Wexner medical center board as ex-officio members without a vote. The chief quality officer shall be the chairperson of the quality leadership council.

b. Duties:

- i. To design and implement systems and initiatives to enhance clinical care and outcomes throughout the integrated health care delivery system.
- ii. To serve as the oversight council for the clinical quality management and patient safety plan.
- iii. To establish goals and priorities for clinical quality, safety and service on an annual basis.

c. Clinical quality and patient safety committee.

Composition:

- i. The members of this group shall be appointed pursuant to these bylaws and shall include medical staff members from various clinical departments and support services, and shall include the director of the clinical quality management policy group, and representatives of nursing and hospitals administration. The chairperson of the policy group shall be a physician member of the medical staff.

ii. Duties:

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1. To coordinate the quality management related activities of the clinical departments, the medical information management department, utilization review, infection control, pharmacy and therapeutics and drug utilization committee, transfusion and isoimmunization, and other medical staff and the Ohio state university hospitals committees.
  2. To implement clinical improvement programs to achieve the goals of the Ohio state university hospitals quality management plan, as well as assure optimal compliance with accreditation standards and governmental regulations concerning performance improvement.
  3. To review, analyze, and evaluate on a continuing basis the performance of the medical staff and other health care providers; and advise the clinical department clinical quality sub-committees in defining, monitoring, and evaluating quality indicators of patient care and services.
  4. To serve as liaison between the Ohio state university and the Ohio peer review organizations through the chairperson of the policy group and the director of clinical quality.
  5. To make recommendations to the medical staff administrative committee on the establishment of and the adherence to standards of care designed to improve the quality of patient care delivered in the Ohio state university hospitals.
  6. To hear and determine issues concerning the quality of patient care rendered by members of the medical staff and the Ohio state university hospitals staff and make appropriate recommendations and evaluate action plans when appropriate to the chief medical officer, the medical director, the chief of a clinical department, or the Ohio state university hospitals administration.
  7. To appoint ad-hoc interdisciplinary teams to address the Ohio state university hospitals-wide quality management plan.
  8. To annually review and revise as necessary the Ohio state university hospitals-wide clinical quality management plan.
  9. To report and coordinate with the ~~leadership council for clinical quality, safety and service of~~ quality leadership council all quality improvement initiatives.
- d. Clinical resource utilization policy group.
- i. Composition:

The members shall be appointed in accordance with paragraph (A)(6) of rule 3335- 43-09 of the Administrative Code and shall include medical staff members from various clinical departments and support services the directors of clinical quality and case management, and representatives of nursing and hospitals administration. The chairperson of the policy group shall be a physician member of the medical staff.
  - ii. Duties:
    1. To promote the most efficient and effective use of the hospitals of the Ohio state university health system facilities and services by participating in the review process and continued stay reviews on all hospitalized patients.
    2. To formulate and maintain a written resource management review plan for the hospitals of the Ohio state university health system consistent with applicable governmental regulations and accreditation requirements.
    3. To conduct resource management studies by clinical department or divisions, or by disease entity as requested or in response to variation from benchmark

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data would indicate.

4. To report and recommend to the ~~leadership council for clinical quality, safety and service quality~~ leadership council changes in clinical practice patterns in compliance with applicable governmental regulations and accreditation requirements, and when the opportunity exists to improve the resource management.
  5. To oversee evaluation and cost effective utilization of clinical technology.
  6. To oversee the activities of the utilization management committee of the hospitals of the Ohio state university health system. This oversight will include the annual review and approval of the utilization management plan.
- e. ~~Clinical practice guideline committee~~Evidence-based practice policy group.
- i. Composition: The members shall be appointed in accordance with paragraph (A)(6) of rule 3335-43-09 of the Administrative Code, and shall include medical staff members from various clinical departments and support services, representatives of nursing, pharmacy, information systems, hospitals administration, and the chair of the clinical quality and management policy group. The chairperson of the policy group shall be a physician member of the medical staff.
  - ii. Duties:
    1. To oversee the planning, development, approval, implementation and periodic review of evidence-based medicine resources (i.e., clinical practice guidelines, quick reference guides, clinical pathways, and clinical algorithms) for use within the Ohio state university hospitals and its affiliated institutions. Planning should be based on the prioritization criteria approved by the ~~leadership council for clinical quality, safety and service quality~~ leadership council and review should focus on incorporating recent medical practice, literature or developments. Annual review should be done in cooperation with members of the medical staff with specialized knowledge in the field of medicine related to the guideline.
    2. To report and recommend to the ~~leadership council for clinical quality, safety and service quality~~ leadership council specific process and outcomes measures for each evidence- based medicine resource.
    3. To oversee ongoing education of medical staff (including specifically limited staff) and other appropriate Ohio state university hospitals staff regarding the fundamental concepts and value of evidence-based practice and outcomes measurement and its relation to quality improvement.
    4. To initiate and support research projects when appropriate in support of the objectives of the ~~leadership council for clinical quality, safety and service quality~~ leadership council.
    5. To oversee the development, approval and periodic review of the clinical elements of computerized ordersets and clinical rules to be used within the information system of the Ohio state university hospitals and its affiliated institutions. Computerized ordersets and clinical rules related to specific practice guideline should be forwarded to the ~~leadership council for clinical quality, safety and service quality~~ leadership council for approval. All other computerized ordersets and clinical rules should be forwarded to the ~~leadership council for clinical quality, safety and service quality~~ leadership council for information.

**Chapter 3335-43 - Bylaws of the Medical Staff of The Ohio State University Hospitals**

Updated April 6, 2018

6. To regularly report a summary of all actions to the ~~leadership council for~~  
clinical quality, safety and service quality leadership council.

(M) Professionalism consultation committee.

No change.

**3335-43-12 Meetings and dues.**

No change.

**3335-43-13 Amendments and adoption.**

No change.

**3335-43-14 Rules of construction.**

No change.



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## APPENDIX LXV

### **SUMMARY OF ACTIONS TAKEN**

*May 19, 2021 – Talent, Compensation & Governance Committee Meeting*

#### **Members Present:**

Hiroyuki Fujita  
Lewis Von Thaeer  
Brent R. Porteus

Abigail S. Wexner  
John W. Zeiger  
Elizabeth P. Kessler

Gary R. Heminger (ex officio)

#### **Members Absent:**

Alexander R. Fischer

### **PUBLIC SESSION**

The Talent, Compensation & Governance Committee of The Ohio State University Board of Trustees convened on Wednesday, May 19, 2021, in person in Pfahl Hall on the Columbus campus and virtually over Zoom. Committee Chair Hiroyuki Fujita called the meeting to order 11:00 a.m.

### **EXECUTIVE SESSION**

It was moved by Dr. Fujita, and seconded by Mr. Von Thaeer, 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 Thaeer, Mr. Porteus, Mrs. Wexner, Mr. Zeiger, Ms. Kessler and Mr. Heminger.

The committee entered executive session at 11:01 a.m.

### **PUBLIC SESSION**

Dr. Fujita reconvened the committee meeting in public session at 12:10 p.m.

#### ***Items for Discussion***

1. **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. First, search firm Isaacson Miller led the search for the next Executive Vice President and Provost. Preliminary candidates were presented to the search committee on March 4; the candidate pool was narrowed down to eight semifinalists for round one interviews; five finalists were selected and sent to President Johnson for consideration; and finalist interviews are currently being conducted with select individuals.



Next, Greenwood/Asher & Associates led the search for the next Dean of the College of Dentistry. Round one interviews were conducted with 10 candidates in late March. Three candidates then advanced to round two interviews in late April. Candidate feedback data is being processed and moving forward accordingly.

Third, advertising for the Vice President and Chief Information Officer position has been completed, and candidate outreach and sourcing is in progress. The presentation of candidates to the search committee occurred on May 14 and semifinalist interviews are scheduled for late May.

Lastly, Russell Reynolds Associates has been engaged to search for the Wexner Medical Center's next Chief Operating Officer. Six finalists were identified after airport interviews and the first round of onsite interviews concluded on May 10 with finalists advancing through the end of May.

2. Undergraduate Student Trustee Search Update: Anand Shah, the current undergraduate student trustee, shared a brief update on the search for his successor. The Student Trustee Selection Committee interviewed 12 candidates via Zoom and then narrowed down the candidate pool to its top five. Those five candidates were shared with Governor DeWine's Boards and Commissions team, who will interview the finalists and, ultimately, select the next student trustee.
3. Report on Departing Trustees and Election of Officers: Dr. Fujita bid farewell to Cheryl Krueger and Anand Shah as the departing trustees whose terms were concluding. Then, he reminded everyone on the committee of his intentions to bring forward for board approval the reappointments of Board Chair Gary Heminger, Vice Chair Abigail Wexner and Secretary Jessica Eveland for an additional term.

**Items for Action**

4. Approval of Minutes: No changes were requested to the February 24, 2021, meeting minutes; therefore, a formal vote was not required, and the minutes were considered approved.
5. Resolution No: 2021-108, 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)

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)

**Audit, Finance & Investment:**

John W. Zeiger, Chair  
Cheryl L. Krueger\*  
Erin P. Hoefflinger  
Lewis Von Thayer  
Jeff M.S. Kaplan  
Michael Kiggin



**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. Heminger (ex officio)

**Research, Innovation & Strategic Partnerships**

Lewis Von Thaer, Chair  
Erin P. Hoefflinger, 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\*

**ERIN P. HOEFLINGER**

Hiroyuki Fujita  
Alan A. Stockmeister  
John W. Zeiger  
Anand Shah\*  
Stephen D. Steinour  
Robert H. Schottenstein  
W.G. Jurgensen  
Cindy Hilsheimer

**AMY CHRONIS**

Gary R. Heminger (ex officio, voting)  
Kristina M. Johnson (ex officio, voting)  
Harold L. Paz (ex officio, voting)  
Bruce A. McPheron (ex officio, voting)  
Michael Papadakis (ex officio, voting)

\*NOTE: Governor-appointed terms for Cheryl L. Krueger and Anand Shah end May 13, 2021. They will continue to serve until their successors are appointed or until a period of 60 days has elapsed, whichever occurs first. At that time, Carly G. Sobol will be considered a member of the committees on which Mr. Shah currently serves, and Mr. Shah's successor will take Ms. Sobol's place on her current committees. Those changes will be ratified at the board meeting immediately following the new appointments.

6. Resolution No. 2021-109, Reappointment of a Charter Trustee

Synopsis: Approval of the reappointment of James D. Klingbeil as a Charter Trustee to the Board of Trustees is proposed.

WHEREAS the Board of Trustees established the position of Charter Trustee at its meeting on February 6, 2009, acknowledging that the establishment of such a position had the potential of further strengthening the governance capacity of the board; and

WHEREAS the Ohio State University is one of the premier public land-grant institutions in the country and, in execution of its mission, embraces education on a state, national and global scale; and

WHEREAS the complex and multi-faceted nature of the university — in its mission, its character, its constituencies and its financing — calls for extraordinary leadership at the highest levels; and



WHEREAS the governance of the university would be well-served by Charter Trustees whose attributes include but are not limited to diverse cultural, geographic, business, professional, public service and civic backgrounds; and

WHEREAS the board added a number of guidelines, including the following:

Charter Trustees shall be non-Ohio residents and shall be chosen on the basis of the following attributes: Ohio State University alumna/alumnus or friend of the university; success in his or her chosen field or profession; state, national or international prominence; ability to advocate for higher education; and willingness and ability to offer counsel; and

WHEREAS James D. Klingbeil of San Francisco, California, is a distinguished alumnus of The Ohio State University, and has a record of extraordinary service to the university through his philanthropy and dedication to the Foundation Board; through his career of significant accomplishment as founder of the Klingbeil Company and current position as chairman of Klingbeil Capital Management; and through his expertise in areas critical to the mission of the university and to the work of the Board of Trustees proven to be an exemplary embodiment of all of those qualities deemed most desirable in a Charter Trustee:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the reappointment of James D. Klingbeil as a Charter Trustee to serve a third three-year term effective May 14, 2021, and ending May 13, 2024.

7. Resolution No. 2021-110, 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 February 25, 2021, meeting of the board, including the following appointments and contract updates:

Reappointment

Name: Eugene D. Smith  
Title: Senior Vice President and Wolfe Foundation Endowed Athletics Director  
Unit: Athletics  
Term: July 1, 2021 through June 30, 2026

8. Resolution No. 2021-111, Approval of Executive Compensation Philosophy and Strategy

Synopsis: Approval of the Executive Compensation Philosophy and Strategy, which will supersede and replace the Total Compensation Philosophy for University Executives and the Procedure for Setting and Reviewing Compensation for University Executives, is proposed.

WHEREAS in order to fulfill its mission and meet institutional hiring needs and priorities, the university must attract and retain outstanding executives; and

WHEREAS a compensation philosophy and strategy are important components in providing a foundation for the design and administration of executive compensation; and

WHEREAS the university's Board of Trustees approved the current Total Compensation Philosophy for University Executives and the Procedure for Setting and Reviewing Compensation for University Executives on August 28, 2015; and



WHEREAS the Board of Trustees approved changes to the Procedure for Setting and Reviewing Compensation for University Executives on November 6, 2015, June 3, 2016, January 27, 2017, and February 22, 2019; and

WHEREAS the Board of Trustees desires to supersede and replace the Total Compensation and Philosophy for University Executives and the Procedure for Setting and Reviewing Compensation for University Executives with the attached Executive Compensation Philosophy and Strategy:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the attached Executive Compensation Philosophy and Strategy dated April 26, 2021.

(See Appendix LXXII for background information, page 1966)

9. Resolution No. 2021-112, Approval of Third Amendments to The Ohio State University Retirement Continuation Plans

Synopsis: Approval of the Third Amendments to The Ohio State University Retirement Continuation Plan and The Ohio State University Retirement Continuation Plan II (the "Plans" or "RCP" and "RCP II," respectively) is proposed.

WHEREAS the RCP was established effective July 1, 2001, and the RCP II was established effective September 1, 2012; and

WHEREAS the Plans were most recently amended and restated effective as of February 1, 2016, and were subsequently amended effective as of February 1, 2016 and January 1, 2020; and

WHEREAS pursuant to Section 15.01 of each Plan, the university desires to make amendments available to the Plans under the SECURE Act and make certain other discretionary changes:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees approves that the Third Amendment to the RCP, in the form attached hereto as Exhibit A, and the Third Amendment to the RCP II, in the form attached hereto as Exhibit B, be and hereby are adopted effective as stated therein; and

BE IT FURTHER RESOLVED, That the Senior Vice President for Business and Finance and Chief Financial Officer is hereby authorized to execute the Third Amendment to the RCP and RCP II and any other agreements, certificates, instruments, documents, or conveyances necessary to effectuate or carry out the purpose and intent of the amendment.

(See Appendix LXXIII for background information, page 1975)

**Action:** Upon the motion of Dr. Fujita, seconded by Mr. Von Thae, the committee adopted the foregoing motions by unanimous voice vote with the following members present and voting: Dr. Fujita, Mr. Von Thae, Mr. Porteus, Mrs. Wexner, 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 LXVII for background information, page 1644)

The meeting adjourned at 12:27 p.m.

ATTACHMENT LXVII

# Human Resources Summary Report

Talent, Compensation and Governance Committee

May 2021

As we conclude the 2020-21 academic 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. There is also an update on the work of HR Return to Campus Task Force.

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

- Talent Management
- HR Excellence
- 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 April 5, 2021.

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

Thank you for sharing your insight, interest and as always, your support of the Ohio State community.

Kind regards,

*Paul*

Paul Patton  
Interim Senior Vice President,  
Talent, Culture & Human Resources



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## 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**

### **Leadership Development and Manager Training Portal**

Completed phase one of identifying leadership tiers and behaviors that align with the Shared Values initiative. A comprehensive, multi-modal curriculum cohort experience has been completed and has moved to the virtual classroom design phase.

Socialization and recruitment of the pilot cohort participants will start with the HRBP community, and the learning launch is planned for July 1. A subsequent online portal for manager training will be developed in tandem with the program for ease of accessing just-in-time resources.

Four cohorts a year will participate in tailored learning and development to each staff level – self, managers, organization -- HR can actualize segments of the breadth of tactics under each strategic pillar in the following ways:

- **Leadership Development:**  
*Develop high performing faculty and staff into leaders and positive influencers.*
- **Inclusive Work**  
*Implement a manager toolkit that empowers leaders to develop inclusive and engaging work environments.*
- **Innovative Workplace Practices**  
*Integrate Wellness initiatives throughout the Employee Lifecycle.*
- **Recruiting & Onboarding**  
*Develop an onboarding process and toolkit that is clear, comprehensive, and uniformly shares relevant communication.*
- **Performance & Growth:** *Provide leaders with a toolkit for performance and growth.*

### **Staff Development**

Nearly 250 staff and manager grants awarded totaling \$174,728 since July 1, 2020.

### **Executive Onboarding**

Transition Acceleration Process (TAP) is Ohio State's executive onboarding program. TAP provided executive onboarding for 6 senior leaders and 7 mid-level leaders.

**Executive Performance Management** Created and facilitated a process for mid-point performance reviews between the cabinet and the president.

### **BuckeyeLearn Cornerstone Work**

The University Training Content Review (UTCR) panel has started to meet to ensure consistency in large-scale eLearning across Ohio State delivered through BuckeyeLearn. The BuckeyeLearn Training Governance team will be utilizing the Administrative Resources Center (ARC) to house resources for content development. Our Cornerstone relationship continues with a BuckeyeLearn Steering Committee and Cornerstone partnership review scheduled for June 10<sup>th</sup>, 2021.



### **HR Excellence**

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

---

### **HR Service Delivery**

Ohio State's Shared Services operation began fielding Workday HR and Payroll questions on Sunday, January 3. The team has worked diligently to solidify the customer service processes implemented in Workday and Service Now, our two new technology platforms. The team received 32,905 phone calls and closed a total of 18,133 cases between January 3 and March 31, 2021.

As planned, the university implemented a hypercare environment to support the integration of the new platforms immediately after go live and through March 31. With that added support, a large percentage of early cases, ~70% were addressed at first point of contact.

Given the feedback and the metrics, the greatest opportunity is in the simplification of certain business processes, ongoing training and some reconsideration of the initial model of HR Shared Services. Initial designs were predicated on heavy adoption of employee and manager self-service. Recognizing that our culture values a high touch experience, we are evolving our approach to meet the needs of our workforce.

We have established regular engagement with key stakeholders across the HR organization to include Payroll, Business Partners, Compensation, Benefits, Absence Management, Talent to ensure that HR Service Delivery is coordinated across the enterprise. There are still significant opportunities to streamline processes and workflows between departments. These types of adjustments were expected as part of year 1 and the focused effort to manage immediate issues, along with a focus on continuous improvement, will enable HR Shared Services to ultimately deliver the expected level of service.

As the university moves to formalize the new data environment in Workday and ServiceNow, our teams continue to prioritize the development and implementation of reporting functionality that supports the business need. To accelerate the team's functionality with Workday analytics, we have invested in a specialist to provide hands on support with the new data analytics platform on a temporary basis.

## Opportunity Areas

- **Reevaluate roles and security for all Workday HR business processes:** The HR Service Delivery model redesigned the Workday business processes based on how the roles would function in the future state model. However, we are discovering there are several challenges with the way the business process has been set up that need to be reevaluated. For example, if we move to more of a high-touch environment, but we have removed access for HR team members to view the necessary information to be able to complete their job, they will not be able to provide the needed support at their work sites. We will continue to focus on improving the efficiency of this model to handle the volume the enterprise is experiencing, and to provide exceptional service to our workforce.
- **Employee and Manager self-service and unit work support:** The team continues to re-evaluate the deployment of employee and manager self-service across the enterprise. Several modifications have already been put in place to provide relief in high-volume areas. Additional changes are currently being assessed and will be implemented as appropriate.
- **Process Improvement:** We continue to identify processes across the organization to modify, add, or eliminate to improve efficiency and workforce satisfaction. The various stakeholders meet regularly to review and finalize the most urgent needs/requests to properly prioritize system enhancements. We will continue to leverage this process improvement to deliver the most value to our workforce and refine the efficacy of the service delivery model.



## Total Rewards

Ensure competitive Total Rewards while balancing fiscal responsibility.

---

## Career Roadmap

The Ohio State University'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 unit employees.

Career Roadmap will be implemented in early 2022. The final phase of development will also include significant change management efforts. In spring 2021, leaders are completing their mapping reviews. This process will be followed by an updated cost analysis and preparation for the employee

review period, which will take place throughout fall 2021. The fall review period will enable employees to review and provide feedback on how they have been mapped.

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. When fully implemented, 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 to maintain relevancy. Standardized pay ranges and job functions will foster equity across colleges and units.

Efforts to update Ohio State's compensation practices and bring consistency to the organization will represent change for numerous stakeholders. We expect interest and concern across the organization as the new pay ranges, new titles and FLSA changes are shared and discussed more broadly.

We appreciate the Board's continued commitment to this initiative and its support of these changes as a university talent strategy.



## **HR Spotlight: HR Return to Campus Task Force**

The HR Return to Campus Task Force was established to provide guidance, tools and support to campus leaders, managers and employees as the university looks to return more of the workforce to campus for the Autumn semester 2021.

The Task Force intends to provide guidance, education, and resources to university leaders, supervisors and employees on all topics related to returning to campus including working on site post-COVID, flexible work arrangements and leading effectively in remote and hybrid work environments.

The HR Return to Campus Task Force is comprised of four committees which focus on:

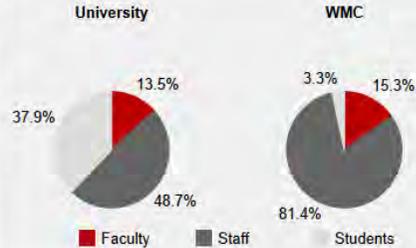
- Workplace Flexibility/Flexible Work Options
- Benchmarking and Long-term Policy Implications
- Benefits and Leave
- Change Management and Communications

The HR Task Force recommends that all guidance be shared primarily on the university's Safe and Healthy website. Updates and additional guidance will be posted on that website through the spring and summer for implementation by the Autumn semester 2021.

## Summary of Total University Employee Headcount

### Headcount by Employee Category

	University	WMC	Grand Total
Faculty	4,193	3,475	7,668
Staff	15,167	18,518	33,685
Students	11,794	755	12,549
<b>Grand Total</b>	<b>31,154</b>	<b>22,748</b>	<b>53,901</b>



### Headcount by Job Family Group

Academic	7,668	16.6%
Classified	3,159	8.0%
Executives Board Purview	51	0.1%
Executives Non-Board Pu...	128	0.3%
Nonemployee	854	0.0%
Post Doctoral	618	1.6%
Students	12,549	12.2%
Unclassified	22,830	47.0%
Unions	6,045	14.1%
<b>Grand Total</b>	<b>53,901</b>	

### Headcount\* by Employee Type

Regular	31,957
Term	3,075
Temporary	1,607
Intermittent	4,710
Seasonal	3
<b>Grand Total</b>	<b>41,352</b>

Type	Percentage
Regular	77.3%
Intermittent	11.4%
Term	7.4%
Seasonal	0.0%

### Headcount\* by Full-Time

Full-Time = 100%	
Full-Time	27,737
Part-Time	13,615
<b>Grand Total</b>	<b>41,352</b>

Type	Percentage
Full-Time	67.1%
Part-Time	32.9%

### Headcount\* by Sex

Female	24,620
Male	16,633
Unknown	99
<b>Grand Total</b>	<b>41,352</b>

Sex	Percentage
Female	59.5%
Male	40.2%
Unknown	0.2%

### Headcount\* by Race/Ethnicity

American Indian or Alaska Native	68	0.2%
Asian	2,936	7.1%
Black or African American	4,059	9.8%
Hispanic or Latino	1,275	3.1%
Native Hawaiian or Other Pacific Islander	23	0.1%
Two or More Races	778	1.9%
Undisclosed	2,985	7.2%
White	29,228	70.7%
<b>Grand Total</b>	<b>41,352</b>	

### Headcount\* by Age

<Thirty	7,477	18.1%
Thirties	11,698	28.3%
Forties	8,906	21.5%
Fifties	7,749	18.7%
Sixties	4,521	10.9%
Seventy+	1,001	2.4%
<b>Grand Total</b>	<b>41,352</b>	

\* Excludes students  
Data extract date: 4/5/2021 2:53:27 PM



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## APPENDIX LXVI

### **SUMMARY OF ACTIONS TAKEN**

*May 19, 2021 – Research, Innovation & Strategic Partnerships Committee*

#### **Members Present:**

Lewis Von Thaeer  
Erin P. Hoefflinger  
Cheryl L. Krueger

Alexander R. Fischer  
Hiroyuki Fujita  
Reginald A. Wilkinson

Anand Shah  
Gary R. Heminger (ex officio)

#### **Members Absent:**

N/A

### **PUBLIC SESSION**

The Research, Innovation & Strategic Partnerships Committee of The Ohio State University Board of Trustees convened on Wednesday, May 19, 2021, in person in Pfahl Hall on the Columbus campus and virtually over Zoom. Committee Chair Lewis Von Thaeer called the meeting to order at 1:31 p.m.

#### ***Items for Discussion***

1. **Committee Chair's Remarks:** Mr. Von Thaeer started by thanking university leadership and the committee members for their efforts to help the new Research, Innovation and Strategic Partnerships Committee hit the ground running. He also acknowledged Cheryl Krueger and Anand Shah for their service on this new committee and wished them well as their trustee terms end.
2. **Overview and Plan for Interdisciplinary Research Facility:** Dr. Grace Wang, EVP for the Enterprise for Research, Innovation and Knowledge, and Dr. Peter Mohler, Interim VP for Research, shared an overview of the plan for the Interdisciplinary Research Facility (IRF), which will be the main building in Phase 1 of the university's Innovation District. The goal for the Innovation District is to develop it into a technology hub and talent magnet, and the approach is to create a high-density area of knowledge, technology, ideas and talent – from research talent to entrepreneurial talent – so that people can meet and partner on convergent research ideas, commercialize technologies, form start-up companies and, ultimately, transform our region and drive economic growth.

The guiding principles for the Innovation District focus on aligning with the university's land-grant mission; building on our research strengths; enabling sustainable partnerships; being forward-thinking and accountable; and developing, growing and attracting talent. The IRF will catalyze convergent research in life sciences and biotechnology while providing new opportunities for the community and industry to engage Ohio State researchers. It will represent one of the most forward-thinking, innovative and collaborative buildings in the country. The lab spaces were specifically designed by scientists to create a living laboratory. Programming for the building has been a three-year process that involved internal and external academic and non-academic partners with a primary goal for the building to be able to evolve rapidly with the ever-changing scientific landscape. The IRF will be a 305,000-square-foot facility – large enough to hold 18 convergent neighborhoods housing 140 PIs and 10 new core labs – with the ability to support \$100 million in new annual extramural funding capacity. It is scheduled to open in May 2023. To date, \$51.5 million has been raised with additional commitments in the works.

(See Attachment LXVIII for background information, page 1653)



**Items for Action**

3. Approval of February 2021 Committee Meeting Minutes: No changes were requested to the February 24, 2021, meeting minutes; therefore, a formal vote was not required, and the minutes were considered approved.

4. Resolution No. 2021-113, Approval of the Research, Innovation and Strategic Partnerships Committee

Charter:

Synopsis: Approval of the Research, Innovation and Strategic Partnerships Committee charter is proposed.

WHEREAS the Board of Trustees may adopt individual committee charters, consistent with committee descriptions, that set forth further information and definition regarding the committee's charge, committee composition, or the delegated authority and responsibilities of each committee; and

WHEREAS the delineation and description of each committee function will enable the board to be more effective in the execution of its duties and responsibilities; and

WHEREAS the Board of Trustees created its Research, Innovation and Strategic Partnerships Committee effective February 25, 2021; and

WHEREAS section 3335-1-02(C)(1)(f) of the *Bylaws of The Ohio State University Board of Trustees* sets forth the description of the Board of Trustees' Research, Innovation and Strategic Partnerships Committee; and

WHEREAS the Research, Innovation and Strategic Partnerships Committee has developed a proposed charter, consistent with that description, that reflects its status as a standing committee of the Board of Trustees, and that charter has been fully reviewed by the committee; and

WHEREAS the Research, Innovation and Strategic Partnerships Committee shall be governed by the rules set forth in this Research, Innovation and Strategic Partnerships Committee charter:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the attached Research, Innovation and Strategic Partnerships Committee charter.

(See Appendix LXXIV for background information, page 1982)

5. Resolution No. 2021-114, Expression of Appreciation: Honda-Ohio State Partnership

WHEREAS on October 12, 2000, Honda and The Ohio State University formalized the Honda-Ohio State Partnership by signing a memorandum of understanding; and

WHEREAS in 2015, Honda and Ohio State established a new memorandum of understanding reaffirming the partnership, creating a new joint leadership structure with dedicated co-directors for the partnership, and committing to the development of a new innovative business model for the Transportation Research Center to better support the future needs of Honda, Ohio State and the mobility industry; and



WHEREAS on April 1, 2021, Honda and Ohio State signed a new memorandum of understanding to continue advancing the Honda-Ohio State Partnership by building the vision for a world class partnership, expanding upon the collaborative relationship between Honda and Ohio State, and creating a future-looking strategic vision for this partnership; and

WHEREAS over the past two decades, this collaboration has brought numerous benefits to both institutions and has helped develop and breed innovation; and

WHEREAS the Honda-Ohio State Partnership is an example of how Ohio's industries, and specifically Honda, collaborate with Ohio State to build a better and brighter future; and

WHEREAS this partnership has created educational opportunities for Ohio State students and Honda associates, enabling them to learn and grow to prepare for widespread domestic and global advancement of the mobility industry;

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby expresses its appreciation for and recognizes the 20th anniversary of the Honda-Ohio State Partnership and celebrates Honda's renewed commitment to Ohio State for the future.

(See Appendix LXXV for background information, page 1984)

**Action:** Upon the motion of Mr. Von Thaeer, seconded by Mrs. Hoeflinger, the committee adopted the foregoing motions by unanimous voice vote with the following members present and voting: Mr. Von Thaeer, Mrs. Hoeflinger, Ms. Krueger, Mr. Fischer, Dr. Fujita, Dr. Wilkinson, Mr. Shah and Mr. Heminger.

#### **EXECUTIVE SESSION**

It was moved by Mr. Von Thaeer, and seconded by Ms. Krueger, 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 Thaeer, Mrs. Hoeflinger, Ms. Krueger, Mr. Fischer, Dr. Fujita, Dr. Wilkinson, Mr. Shah and Mr. Heminger.

The committee entered executive session at 2:06 p.m. and the meeting adjourned at 2:50 p.m.

# INTERDISCIPLINARY RESEARCH FACILITY

ATTACHMENT LXVIII

1653

**The Interdisciplinary  
Research Facility will  
catalyze convergence  
research in life sciences  
and biotechnology while  
providing new  
opportunities for the  
community and industry  
to engage Ohio State  
researchers.**

# ANALYTICS AND STRATEGY

Building Theme: life sciences and biotechnology

## Convergent Research Themes:

- Acute and Chronic Respiratory Disease
- Alzheimer's Disease Research
- Cancer Immuno-Microbiomics
- Cancer Science and Engineering
- Community-Engaged Research
- Environmental and Climate Determinants of Health
- Foods for Health and Metabolic Disease
- Gene & Cell Based Therapies
- Heart Failure Arrhythmia and Fibrillation
- Immune Monitoring and Discovery
- Immuno-oncology
- Immunogenomics & Immuno-Informatics
- Implementation Sciences and Analytics
- Microbiome Science and Immunology
- Neurotherapeutics
- Quantum Computing
- Systems Biology and Disease Modeling

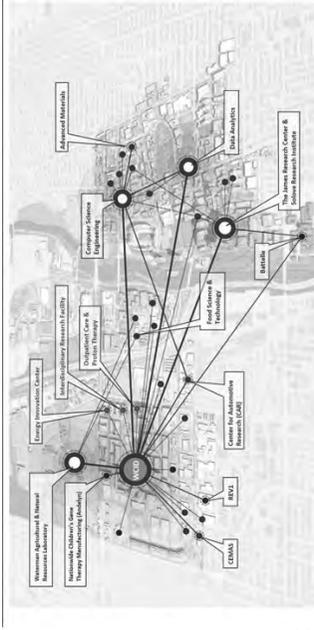
18 IRF Research Neighborhoods



May 18-20, 2021, Board of Trustees Meetings



# SITING TO ALIGN WITH OHIO STATE'S STRATEGY



# IRF RESEARCH SPACE BY THE NUMBERS

**305,000**

Square feet  
facility

**\$100M**

In new annual  
extramural  
funding capacity

**18**

Convergent  
neighborhoods  
housing 140 Pls

**10**

New core labs

**12,000**

Cage vivarium

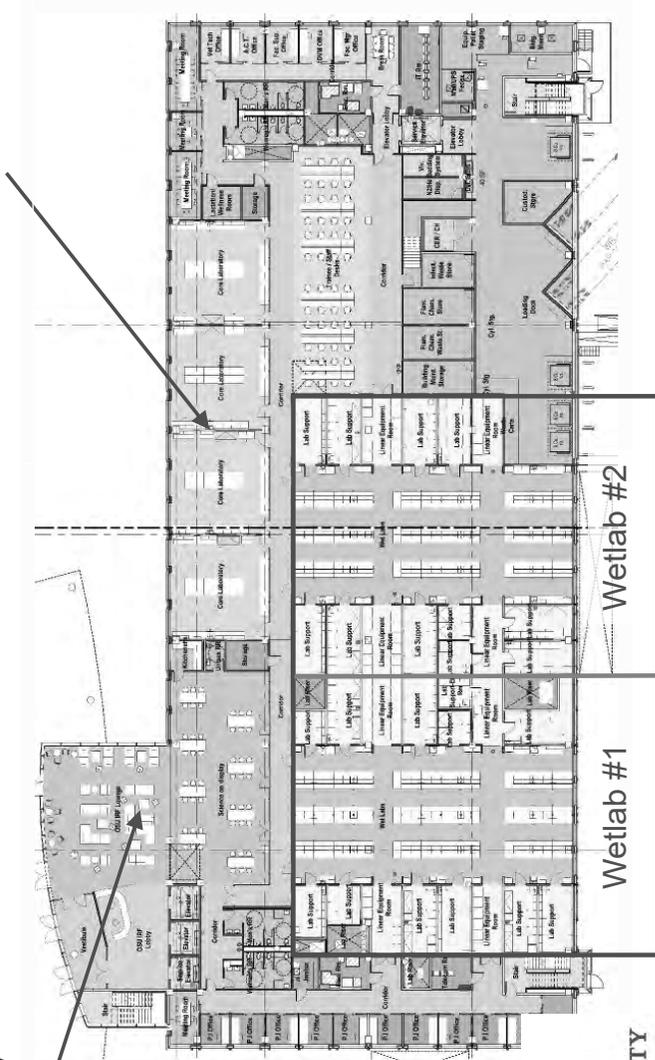
**May 2023**

Scheduled  
opening

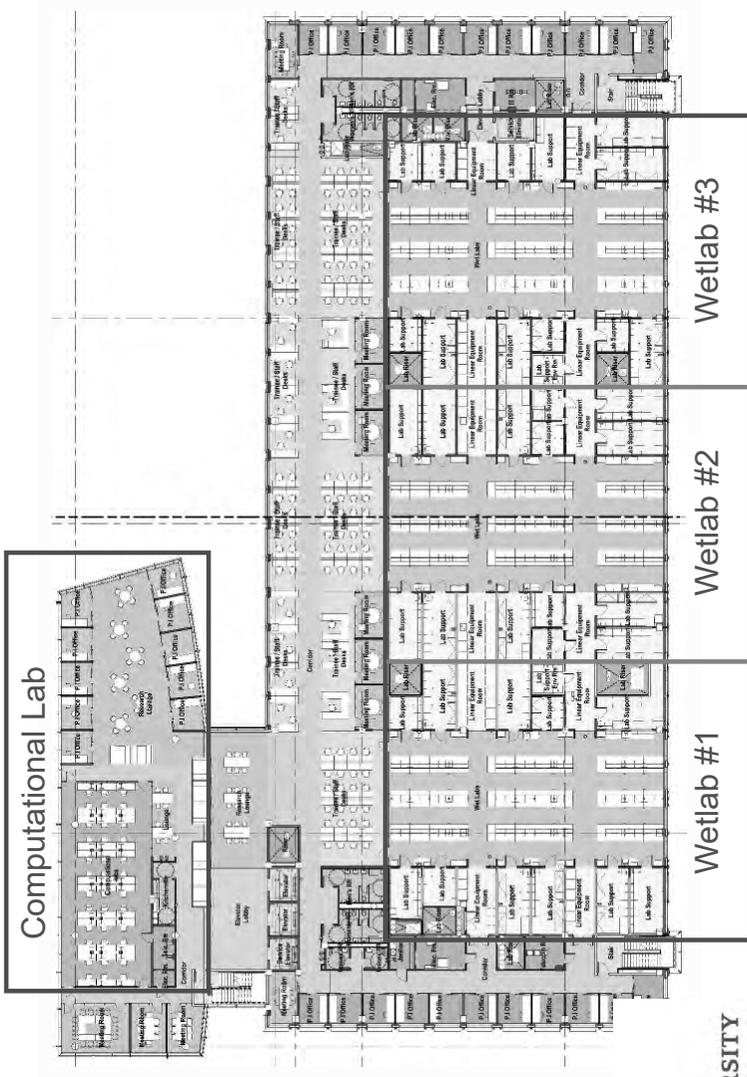
# IRF FLOOR PLAN: FLOOR 1

Public Engagement:  
"Science on Display"

4 Core Labs



# IRF FLOOR PLAN: FLOORS 2-5





# PHILANTHROPY - \$50M TARGET

May 18-20, 2021, Board of Trustees Meetings

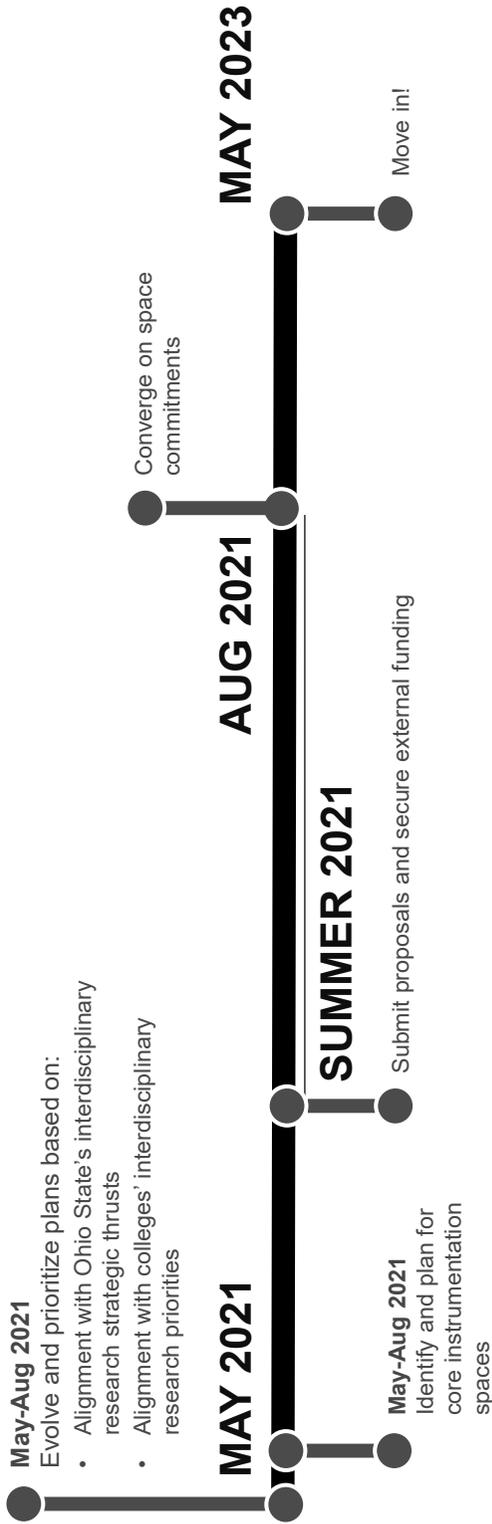


**To date, \$51.5 million has been raised with additional commitments in the works.**

# CONSTRUCTION PROGRESS



# NEXT STEPS





Board of Trustees

210 Bricker Hall  
190 North Oval Mall  
Columbus, OH 43210-1388

Phone (614) 292-6359  
Fax (614) 292-5903  
trustees.osu.edu

## APPENDIX LXVII

### **SUMMARY OF ACTIONS TAKEN**

*May 19, 2021 – Academic Affairs and Student Life Committee Meeting*

#### **Members Present:**

Brent R. Porteus  
Jeff M.S. Kaplan  
Abigail S. Wexner  
Elizabeth P. Kessler

Michael Kiggin  
Elizabeth A. Harsh  
Reginald A. Wilkinson  
Carly G. Sobol

Susan V. Olesik  
Gary R. Heminger (ex officio)

#### **Members Absent:**

N/A

### **PUBLIC SESSION**

The Academic Affairs and Student Life Committee of The Ohio State University Board of Trustees convened on Wednesday, May 19, 2021, in person in Pfahl Hall on the Columbus campus and virtually over Zoom. Committee Chair Brent Porteus called the meeting to order at 3:30 p.m.

Before moving into the agenda, Mr. Porteus paid special tribute to Provost Bruce McPheron, who will be returning to the faculty of the College of Food, Agricultural, and Environmental Sciences in late summer 2021. Mr. Porteus shared a hand-carried resolution in Provost McPheron's honor.

1. **Resolution No. 2021-161, Expression of Appreciation: Bruce A. McPheron**

WHEREAS Bruce A. McPheron has been chief academic officer of The Ohio State University since December 2015, when he was named Executive Vice President and Provost — first in an interim role and then in an ongoing role that began in June 2016; and

WHEREAS as Provost, Bruce leads an expansive academic enterprise that includes 15 colleges that serve nearly 68,000 students from campuses in Columbus, Lima, Marion, Mansfield, Newark and Wooster as well as thousands of Ohioans through Extension programming; and

WHEREAS Ohio State is a comprehensive national flagship research institution, with more than 7,000 faculty members engaged in teaching, research, creative expression, outreach and engagement, and thousands of staff members who lead and/or support those efforts; and

WHEREAS Bruce has brought principled and impactful leadership across the university, benefitting students, faculty, staff and families throughout Ohio; and

WHEREAS his legacy of accomplishments includes launching groundbreaking initiatives that will pay dividends in the near term and for generations to come; and

WHEREAS the Buckeye Opportunity Program expanded access to an Ohio State education by ensuring that in-state students at all Ohio State campuses will be provided with financial support that covers the cost of tuition and mandatory fees; and



WHEREAS the Teaching Support Program has created one of the largest teaching excellence programs in higher education, providing evidence-based professional development to more than 3,500 faculty members; and

WHEREAS the Digital Flagship initiative has enhanced student success by integrating technology throughout teaching and learning at Ohio State, and ensuring that all entering students have access to effective technology; and

WHEREAS his commitment to convergent research, creative expression and impact in the broader community is reflected in initiatives as varied as the \$65.9 million HEALing Communities Study, the Discovery Themes, the Innovation District, the Comprehensive Energy Management Project, and interdisciplinary facilities where the Ohio State community will invent the future; and

WHEREAS Bruce has been a Buckeye for nearly all his life, including his involvement in 4-H as a boy, his undergraduate years on the Columbus campus and his return to Ohio State in 2012 as Vice President for Agricultural Administration and Dean of the College of Food, Agricultural, and Environmental Sciences; and

WHEREAS Bruce embodies what it means to be a Buckeye:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees and the entire Ohio State community acknowledge their high esteem for and appreciation of Bruce A. McPheron for his outstanding and principled leadership; service to the university, State of Ohio and the broader world; and positive impact on his colleagues, community and Buckeyes everywhere.

**Action:** Upon the motion of Mr. Porteus, seconded by Mr. Kaplan, the board adopted the foregoing motion 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.

***Items for Discussion***

2. Provost's Report: Dr. McPheron discussed the "next big phase" of the university's teaching excellence program. In the last two years, more than 3,500 faculty have participated in the Teaching Support Program offered by the Michael V. Drake Institute for Teaching and Learning. The program is now focused on instructional redesign, which encourages instructors to improve an element of their course using evidence-based teaching practices that foster student learning. The program offers support to instructors — whether they are redesigning courses for the new General Education curriculum, refining courses in clinical settings, or incorporating recent innovations into their teaching.

(See Attachment LXIX for background information, page 1678)

3. Senior Vice President for Student Life's Report: Dr. Melissa Shivers, Senior Vice President for Student Life, started by thanking the board's student trustees, Anand Shah and Carly Sobol, for their engagement and leadership throughout the pandemic. She also gave an update on the Office of Student Life's organizational structure. As of April 12, the office's full executive leadership team is on board, and they are working to outline and support the university's larger strategic plan. This will be an iterative process with shorter strategic plans for Student Life that look ahead 18 months to two years, allowing Student life to be nimble while remaining committed to supporting the student experience.



Dr. Shivers also shared results from the Student Life Survey that is administered every year and monitors a variety of topics, such as student involvement and engagement. Surprisingly, 73% of all Ohio State students reported being involved with at least one campus activity in the past year. While this is a decrease from the previous year, that decrease was not nearly as significant as the university had expected given the disruptions caused by the pandemic. Membership in student organizations also remained steady. These results underscore Ohio State's reputation as an institution where students come to learn *and* get involved, even when it is more challenging to do so.

Compared to undergraduate students who were not involved in campus activities, those who were involved were 4.6 times more likely to have relationships with other Ohio State students, 2.9 times more likely to be satisfied with their experience at Ohio State, 2.7 times more likely to feel like a part of the Ohio State community, and 2.7 times more likely to have relationships with Ohio State staff. All of these things lead to higher retention and graduation rates.

4. Reactivating the Ohio State Campus Experience: Dr. McPherson and Dr. Shivers jointly shared an update on the planning that is being done around reactivating campuses fall semester. This work is being handled holistically and it follows evidence-based public health guidance. Vaccinations are being encouraged for everyone. Starting May 31, for students enrolled in summer classes, those who are fully vaccinated only need to be tested for COVID-19 monthly. Those who are not vaccinated must be tested weekly. These plans are subject to change as public health guidelines are updated in the coming weeks. There will also be a decrease in quarantine and isolation spaces as the need decreases. For fall semester, at least 75 percent of classes will be in person, which is firmly in the median of how other Big Ten universities are planning their campus reactivations. Classroom density will be tiered, with less density in larger classes. The residential experience will also change, with an estimated capacity of 15,200 students, which is around 94 percent of students in residence halls. There will still be a physically distanced, extended move-in process that will happen over six to seven days (rather than two days). Prior to move-in, on-campus testing will be required. Visitors will be permitted in the residence halls this fall, and there will be increased programming and events with expanded common space availability.

(See Attachment LXX for background information, page 1679)

5. Ohio State Enrollment Planning for 2022-2024: Dr. McPherson shared the 2022-24 Strategic Enrollment Plan, which is a living document that is influenced by the university's key initiatives, including a STEM focus with a commitment to producing 22,500 degree completions in STEM fields by 2036; a distance education focus with plans to expand its offerings of online programs in high-demand fields and enroll at least 8,000 new students by 2031; and a faculty growth focus that looks to hire up to 350 net new tenure-track faculty over the coming decade, particularly in critical and emerging research areas. The plan covers all students on all campuses and at all ranks, and it targets growth in the number of academically prepared first-year students as well as diverse first-year students, plus the number of students who are first-generation and Pell-eligible. The plan also sets goals for increasing first-year retention rates to 95 percent, and four-year and six-year graduation rates to 71 percent and 90 percent, respectively.

(See Attachment LXXI for background information, page 1694)

6. Office of Institutional Equity Update: Interim Associate VP Keesha Mitchell gave an update on the progress being made by the Office of Institutional Equity to address staffing vacancies and needs, revise internal policies to better align with the vision of the office, implement new Title IX regulations, and further developing education and training opportunities for students, faculty and staff.

(See Attachment LXXII for background information, page 1724)



**Items for Action**

7. Approval of Minutes: No changes were requested to the February 24, 2021, meeting minutes; therefore, a formal vote was not required, and the minutes were considered approved.
  
8. Resolution No. 2021-115, Approval of the Academic Affairs and Student Life Committee Charter:  
Synopsis: Approval of the revised Academic Affairs and Student Life Committee charter is proposed.  
WHEREAS the Board of Trustees may adopt individual committee charters, consistent with committee descriptions, that set forth further information and definition regarding the committee's charge, committee composition, or the delegated authority and responsibilities of each committee; and  
WHEREAS the delineation and description of each committee function will enable the board to be more effective in the execution of its duties and responsibilities; and  
WHEREAS section 3335-1-02(C)(1)(a) of the *Bylaws of The Ohio State University Board of Trustees* sets forth the description of the Board of Trustees' Academic Affairs and Student Life Committee; and  
WHEREAS the Academic Affairs and Student Life Committee has developed a proposed charter, consistent with that description, that reflects its status as a standing committee of the Board of Trustees, and that charter has been fully reviewed by the committee; and  
WHEREAS the Academic Affairs and Student Life Committee shall be governed by the rules set forth in this Academic Affairs and Student Life Committee charter:  
NOW THEREFORE  
BE IT RESOLVED, That the Board of Trustees hereby approves the attached Academic Affairs and Student Life Committee charter.  
(See Appendix LXXVI for background information, page 1987)
  
9. Resolution No: 2021-116, Joseph Sullivant Medal:  
Synopsis: Approval of the awarding of the Joseph Sullivant Medal is proposed.  
WHEREAS the Joseph Sullivant Medal is awarded once every five years as a memorial to the eminent services of Joseph Sullivant who, as a member of the first Board of Trustees, contributed significantly in determining the character and future of The Ohio State University; and  
WHEREAS pursuant to the procedure established by the Board of Trustees, nominations for the award were referred through the Dean of the Graduate School to a Board of Award appointed by the President; and  
WHEREAS after a careful review of the nominations, the Board of Award recommended to the President that Dr. N. Geoffrey Parker, Distinguished University Professor and Andreas Dorpalen Professor of European History, be the recipient of this award; and  
WHEREAS the President, in support of their recommendation and on behalf of the Board of Trustees, authorizes the granting of this medal at a time convenient to the university and the recipient:



NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the Joseph Sullivant Medal be presented to Dr. N. Geoffrey Parker in accordance with the provisions for granting this award.

(See Appendix LXXVII for background information, page 1989)

10. Resolution No: 2021-117, Approval to Establish the Farm Financial Management and Policy Institute

Synopsis: Approval to establish the Farm Financial Management and Policy Institute, housed in Ohio State University Extension, College of Food, Agricultural, and Environmental Sciences (CFAES), is proposed.

WHEREAS Ohio Revised Code 3335.38 stipulates that The Ohio State University shall establish a farm financial management institute "to train interested and qualified persons to assist farmers needing help with farm financial management problems;" and

WHEREAS the Farm Financial Management and Policy Institute will be a unified center for the integration, translation and communication of critical farm financial management and policy issues affecting Ohioans; and

WHEREAS the vision is to build the foundation for a safe, secure and sustainable food system for Ohio and beyond by fostering the resources of one of the largest land-grant universities to produce revolutionary research, creative translation, innovative education and unparalleled partnerships; and

WHEREAS the vision and mission are highly relevant and fully aligned with the university's vision to be the model 21st-century public, land-grant, research, urban, community-engaged institution and with CFAES' grand challenge areas of Sustainability, One Health, the Rural-Urban Interface, and Preparing the Next Generation of Scientists and Leaders; and

WHEREAS the Farm Financial Management and Policy Institute has the support of the Office of Academic Affairs and CFAES:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the establishment of the Farm Financial Management and Policy Institute.

(See Appendix LXXVIII for background information, page 1991)

11. Resolution No: 2021-118, Approval to Establish a Master of Science in Immunology and Microbial Pathogenesis Degree in the College of Medicine:

Synopsis: Approval to establish a Master of Science in Immunology and Microbial Pathogenesis degree in the College of Medicine is proposed.

WHEREAS the university is proposing to create a graduate program that would award students a Master of Science in Immunology and Microbial Pathogenesis degree; and



WHEREAS the new program would supply highly skilled individuals to the biomedical workforce in Ohio by offering focused, formal, hands-on education for those seeking careers in academic, pharmaceutical, biotech, agriculture, government and public health fields; and

WHEREAS graduates will have a marketable skill set with a foundational knowledge of health-related human immunology and microbial pathogenesis, and they will be able to contribute to the State of Ohio's efforts, especially in this time of emerging pathogens and the need for rapid development of diagnostics and therapeutic interventions; and

WHEREAS the program has a minimum of 40 credit hours, can be completed in five terms, will be offered in a mixed mode of delivery, will have a program director and be administered through the Department of Microbial Infection and Immunity, and have a running average of 12 students; and

WHEREAS the proposal meets the expectations related to funding, facilities and assessment for new degree programs; and

WHEREAS the proposal has the support of the College of Medicine and the Departments of Microbiology and Veterinary Biosciences, and the Biomedical Sciences Graduate Program; and

WHEREAS the University Senate approved this proposal on March 25, 2021:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the proposal to establish a Master of Science in Immunology and Microbial Pathogenesis degree.

(See Appendix LXXIX for background information, page 1992)

12. Resolution No: 2021-119. Amendments 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 rules 3335-6-04(A)(3) and 3335-7-07 in the *Rules of the University Faculty* were approved by the University Senate on April 22, 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 LXXX for background information, page 1993)



13. Resolution No: 2021-120. Approval to Rename the Center for Slavic and East European Studies to the Center for Slavic, East European and Eurasian Studies in the Office of International Affairs:

Synopsis: Approval to change the name of the Center for Slavic and East European Studies to the Center for Slavic, East European and Eurasian Studies is proposed.

WHEREAS the Center for Slavic and East European Studies is an interdisciplinary center housed in the Office of International Affairs; and

WHEREAS East European and Eurasian area studies is facilitated by the presence of approximately 90 area specialist faculty members who teach more than 250 different courses in languages and area studies; and

WHEREAS the center's research and teaching mission has expanded to include Central Asia and Eurasia more broadly, including the Caucasus region and the countries of Kazakhstan, Kirghizstan, Tajikistan, Turkmenistan and Uzbekistan; and

WHEREAS the center proposes to adopt the name the Center for Slavic, East European and Eurasian Studies to better reflect its expanded mission and to align with similar centers at peer institutions; and

WHEREAS the University Senate approved this proposal on March 25, 2021:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves renaming the Center for Slavic and East European Studies to the Center for Slavic, East European and Eurasian Studies.

14. Resolution No: 2021-121. Approval to Rename the Department of Management Sciences to the Department of Operations and Business Analytics in the Fisher College of Business:

Synopsis: Approval to change the name of the Department of Management Sciences to the Department of Operations and Business Analytics is proposed.

WHEREAS the research and teaching foci of the Department of Management Sciences have shifted substantially to operations management, and the department has high national rankings in this area; and

WHEREAS many faculty members have significant training in analytics and the department is the home to the business analytics minor program and the Specialized Master's in Business Analytics program, and this focus on analytics will help promote strong intra-college collaboration; and

WHEREAS the department faculty and Fisher College of Business leadership support the proposal to change the name of the Department of Management Sciences to the Department of Operations and Business Analytics; and

WHEREAS the University Senate approved this proposal on April 22, 2021:

NOW THEREFORE



BE IT RESOLVED, That the Board of Trustees hereby approves renaming the Department of Management Sciences to the Department of Operations and Business Analytics.

15. Resolution No: 2021-122, Degrees and Certificates

Synopsis: Approval of degrees and certificates for summer term 2021 is proposed.

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

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

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the degrees and certificates to be conferred on August 8, 2021, to those persons who have completed the requirements for their respective degrees and certificates and are recommended by the colleges and schools.

(See Fiscal Year 2022 Meeting Minutes for Degrees and Certificates)

16. Resolution No: 2021-123, Honorary Degrees

Synopsis: Approval of the below honorary degrees is proposed.

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

Joyce Beatty	Honorary Doctor of Public Service
Jamie Dimon	Honorary Doctor of Business Administration
Ellen Ochoa	Honorary Doctor of Science

NOW THEREFORE

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

(See Appendix LXXXI for background information, page 1996)



17. Resolution No: 2021-124. 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 February 25, 2021, meeting of the board, including the following appointments, appointments/reappointments of chairpersons, faculty professional leaves and emeritus titles:

Appointments

Name: JEFFREY J. CHALMERS  
Title: Professor (Helen C. Kurtz Chair in Chemical Engineering)  
College: Engineering  
Term: July 1, 2020 through June 30, 2025

Name: \*LAURA DUGAN  
Title: Professor (Ralph Mershon Designated Professorship of Human Security)  
College: Arts and Sciences  
Term: August 15, 2021 through August 14, 2026

Name: TODD GANNON  
Title: Professor (Robert S. Livesey Professorship in Architecture)  
College: Engineering  
Term: March 1, 2018 through May 31, 2021

Name: PIERRE GIGLIO  
Title: Associate Professor-Clinical (Esther Dardinger Endowed Chair in Neuro-Oncology)  
College: Medicine  
Term: June 1, 2021 through June 30, 2025

Name: MARIA B. IGNATIEVA  
Title: Professor (Martha W. Farmer Endowed Professorship in Theatre)  
Campus: Lima  
Term: July 1, 2021 through June 30, 2023

Name: LISA A. LANG  
Title: Professor (Dr. and Mrs. Julian B. Woelfel Chair in Dentistry)  
College: Dentistry  
Term: July 1, 2021 through June 30, 2026

Name: DANA RENGA  
Title: Divisional Dean, Arts and Humanities  
College: Arts and Sciences  
Term: July 1, 2021 through June 30, 2026

\*New Hire

Reappointments:

Name: WILLIAM E. CARSON III  
Title: Professor (John B. and Jane T. McCoy Chair in Cancer Research)  
College: Medicine  
Term: July 1, 2021 through June 30, 2025



THE OHIO STATE UNIVERSITY

Name: JOHN W. CHRISTMAN  
Title: Professor (John A. Prior Professorship)  
College: Medicine  
Term: July 1, 2019 through June 30, 2023

Name: STEVEN K. CLINTON  
Title: Professor (Robert A. and Martha O. Schoenlaub Cancer Research Chair)  
College: Medicine  
Term: July 1, 2021 through June 30, 2025

Name: DATTA V. GAITONDE  
Title: Professor (The John Glenn Endowed Chair for Technology and Space Exploration and Ohio Research Scholar in Advanced Propulsion Systems Integration)  
College: Engineering  
Term: July 1, 2020 through June 30, 2025

Name: PATRICK L. GREEN  
Title: Professor (Robert H. Rainier Endowed Chair in Industrial Veterinary Medicine and Research)  
College: Veterinary Medicine  
Term: January 1, 2021 through June 30, 2023

Name: WAEL N. JARJOUR  
Title: Professor-Clinical (Martha Morehouse Chair in Arthritis and Immunology Research)  
College: Medicine  
Term: July 1, 2021 through June 30, 2025

Name: SORABH KHANDELWAL  
Title: Professor (Samuel J. Kiehl III MD Professorship in Emergency Medicine)  
College: Medicine  
Term: April 1, 2021 through June 30, 2025

Name: SUSAN L. KOLETAR  
Title: Professor-Clinical (Frank E. and Mary W. Pomerene Professorship in the Prevention and Treatment of Infectious Diseases)  
College: Medicine  
Term: July 1, 2021 through June 30, 2025

Name: PETER E. LARSEN  
Title: Professor (Dr. Larry J. Peterson Endowed Professorship in Oral and Maxillofacial Surgery)  
College: Dentistry  
Term: October 1, 2019 through September 30, 2023

Name: ALAN MICHAELS  
Title: Professor (Edwin M. Cooperman Chair in Law)  
College: Moritz College of Law  
Term: January 31, 2021 through January 31, 2026

Name: W. JERRY MYSIW  
Title: Professor (Dr. Ernest W. Johnson Chair)  
College: Medicine  
Term: July 1, 2021 through June 30, 2022



Name: ANIL V. PARWANI  
Title: Professor-Clinical (Donald A. Senhauser, MD, Chair in Pathology)  
College: Medicine  
Term: December 1, 2021 through June 30, 2025

Name: KAMAL S. POHAR  
Title: Associate Professor (Julius Skestos and Diana Skestos Chair in Urology)  
College: Medicine  
Term: December 1, 2021 through June 30, 2025

Name: MATTHEW D. RINGEL  
Title: Professor (Ralph W. Kurtz Chair in Hormonology)  
College: Medicine  
Term: July 1, 2021 through June 30, 2025

Name: ORLANDO P. SIMONETTI  
Title: Professor (John W. Wolfe Professorship in Cardiovascular Research)  
College: Medicine  
Term: October 1, 2021 through June 30, 2025

Name: MARCIA M. WORLEY  
Title: Professor-Clinical (Merrell Dow Professorship in Pharmaceutical Administration)  
College: Pharmacy  
Term: January 31, 2020 through June 30, 2023

(See Appendix LXXXII for background information, page 1999)

18. Resolution No: 2021-125, Revocation of Emeritus Status: Samson Jacob

Synopsis: The revocation of the professor emeritus title of Samson Jacob is proposed.

WHEREAS The Ohio State University is committed to maintaining integrity and transparency in research endeavors; and

WHEREAS to further these values, the university requires community members who conduct research to adhere to the university's high standards for research integrity, as reflected in the Research Misconduct Policy; and

WHEREAS Samson Jacob was named a professor emeritus in the Department of Cancer Biology and Genetics in the College of Medicine, effective September 1, 2016; and

WHEREAS a College of Medicine Investigation Committee determined in February 2021 that Samson Jacob had committed research misconduct related to 14 allegations; and

WHEREAS the Dean of the College of Medicine and the Executive Vice President and Provost affirmed the findings of the investigation committee; and

WHEREAS under section 3335-5-36(E) of the *Rules of the University Faculty*, the President, subject to the approval of the Board of Trustees, shall have the authority to revoke emeritus status if an emeritus faculty member at any time engages in serious dishonorable conduct in violation of law, rule, or policy and/or causes harm to the university's reputation; and



WHEREAS the President recommends that the university revoke said emeritus title from Samson Jacob:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the revocation of the professor emeritus title from Samson Jacob.

(See Appendix LXXXIII for background information, page 2018)

19. Resolution No: 2021-126, Revocation of Emeritus Status: Bradley Peterson

Synopsis: The revocation of the professor emeritus title bestowed on Bradley Peterson is proposed.

WHEREAS members of the university community have the right to be free from all forms of sexual misconduct which impede the realization of the university's mission of distinction in education, scholarship and service; and

WHEREAS the university's interim Sexual Misconduct Policy 1.15 states that "all members of the university community are expected to conduct themselves in a manner that maintains an environment free from sexual misconduct;" and

WHEREAS Bradley Peterson was named a professor emeritus in the Department of Astronomy in the College of Arts and Sciences, effective July 1, 2015; and

WHEREAS an Office of Institutional Equity investigation found that there was sufficient evidence to find that Bradley Peterson had engaged in sexual harassment involving four graduate students and faculty members over an extended period; and

WHEREAS the investigation found that the sexual harassment was persistent and pervasive; and

WHEREAS under section 3335-5-36(E) of the *Rules of the University Faculty*, the President, subject to the approval of the Board of Trustees, shall have the authority to revoke emeritus status if an emeritus faculty member at any time engages in serious dishonorable conduct in violation of law, rule or policy and/or causes harm to the university's reputation; and

WHEREAS the President, in alignment with recommendations from the interim chair of the Department of Astronomy, the Dean of the College of College of Arts and Sciences, and the Executive Vice President and Provost, recommends that the university revoke said emeritus title from Bradley Peterson:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the revocation of the professor emeritus title from Bradley Peterson.

(See Appendix LXXXIV for background information, page 2019)

**Action:** Upon the motion of Mr. Porteus, seconded by Mrs. Harsh, the board adopted Resolution No: 2021-124, Faculty Personnel Actions, by majority voice vote with the following members present and voting: Mr. Porteus, Mr. Kaplan, Mrs. Wexner, Ms. Kessler, Mr. Kiggin, Mrs. Harsh, Dr. Wilkinson, Dr. Olesik and Mr. Heminger. Ms. Sobol abstained.



**Action:** Upon the motion of Mr. Porteus, seconded by Ms. Sobol, the board adopted the remainder of the foregoing resolutions 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 LXXIII for background information, page 1735)

**EXECUTIVE SESSION**

It was moved by Mr. Porteus, and seconded by Dr. Wilkinson, 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 4:33 p.m. and the board meeting adjourned at 5:23 p.m.

## ATTACHMENT LXIX

## Instructional Redesign: Gateway Courses

PROVOST'S REPORT

May 2021

Ohio State is utilizing its teaching excellence program — one of the most comprehensive in higher education — to support student success. The university is now concentrating instructional redesign efforts to enhance foundational gateway courses, which are prerequisites that prepare students for their chosen fields of study and are often required to progress into advanced courses within a curriculum or major.

## GATEWAY COURSES

In the last two years, more than 3,500 faculty have participated in the Teaching Support Program offered by the Michael V. Drake Institute for Teaching and Learning. The program is now focused on instructional redesign, which encourages instructors to improve an element of their course using evidence-based teaching practices that foster student learning. The program offers support to instructors — whether they are redesigning courses for the new General Education, refining courses in clinical settings, or incorporating recent innovations into their teaching.

As one element of the larger instructional redesign program, 100 gateway courses with high enrollment and DFW (drop, fail, withdraw) rates will be targeted for specialized support. By addressing these “stumbling block” courses, the university can enhance students’ success toward their career goals. Over the next five years, the institute will provide tailored instructional redesign support to instructors who teach these 100 gateway courses to turn stumbling blocks into stepping stones.

Subject	Enrollment	No. of courses
Math	14,780	22
Chemistry	10,035	9
Computer Sci & Engineering	4,879	10
Economics	4,680	8
Accounting and MIS	4,055	5
Physics	3,938	5
Statistics	3,731	8
Psychology	3,334	4
Communications	2,237	6
Biology	2,041	3
History	1,059	6
Food Sci. and Tech.	1,046	1
Animal Science	939	5
Evolution, Ecol. & Organismal Bio.	934	2
Bus. Mgmt.	872	1
Anatomy	808	3
Mech. Engineering	731	3

## BENEFITS TO STUDENTS

- Increased success in gateway courses supports progress in their major or program of study
- Learn in contexts where engagement and mastery of learning outcomes are an instructor’s top priority

## BENEFITS TO INSTRUCTORS

- Support to address teaching “problems” (challenging content, lack of student engagement) with evidence-based strategies or innovations (active learning, peer instruction)



THE OHIO STATE UNIVERSITY  
OFFICE OF ACADEMIC AFFAIRS

# Planning for a Reactivated Fall Semester

Academic Affairs and Student Life Committee

May 2021



THE OHIO STATE UNIVERSITY



# Plans for Reinvigorated Campus Life

May 18-20, 2021, Board of Trustees Meetings

## Classroom Learning



## Student Activities



## Community Events





## Safe and Healthy Buckeyes

May 18-20, 2021, Board of Trustees Meetings

**All safety measures will be continually evaluated based on evidence-based public health guidance and COVID-19 science.**

### **Vaccination**

Herd immunity = 70%-85% of population  
Higher rate = more ability to operate “normally”

### **Testing**

Regular tests allows us to monitor, respond to cases  
Vaccinated students can test less often (~monthly vs. ~weekly)

### **Masking**

Required in classrooms, indoor public spaces to limit spread  
Vaccinated individuals do not need to wear masks outdoors.



## Testing

- ~Weekly testing required for students who are not vaccinated
- ~Monthly testing required for students who are fully vaccinated
- Decrease in quarantine and isolation capacity





# Teaching and Learning in Autumn 2021

- **At least 75% of classes will be in person**
- **Classroom density will be tiered, with less density in larger classes**

<b>Class size</b>	<b>&lt;50 students</b>	<b>50-99 students</b>	<b>100 or more students</b>
<b>Room limit</b>	<b>100% capacity</b>	<b>75% capacity</b>	<b>50% capacity</b>

- **Traditional academic calendar**

- Fall break (Oct. 14-15)
- Thanksgiving break (Nov. 24-26)
- Spring break (March 14-18)



## Summer Term: A Transition Period

- **University is monitoring vaccination, positivity rates**
- **Classes began May 12: In person, online and blended modes**
- **Evaluate spring 2021 health and safety requirements**
  - Masks, physical distancing and testing
- **Planning under way to return furniture, etc., for autumn**



## Orientation for Autumn 2021

May 18-20, 2021, Board of Trustees Meetings

- **Orientation will be delivered online, with a focus on connections**
- **Program emphasizes time with peer leaders and advisors**
  - Individualized help scheduling courses
  - Connections with First Year Experience leaders
  - Small group discussions and icebreakers
- **Connections throughout the summer through CarmenCanvas**
- **Additional webinars/online office hours to highlight resources**



## Residential Experience

- **Estimated capacity of 15,000 students** (across campuses)
- **Move-In will happen over 6–7 days, physically distanced**
- **Pre-move, on-campus testing required before students can move in; self-sequester until results**





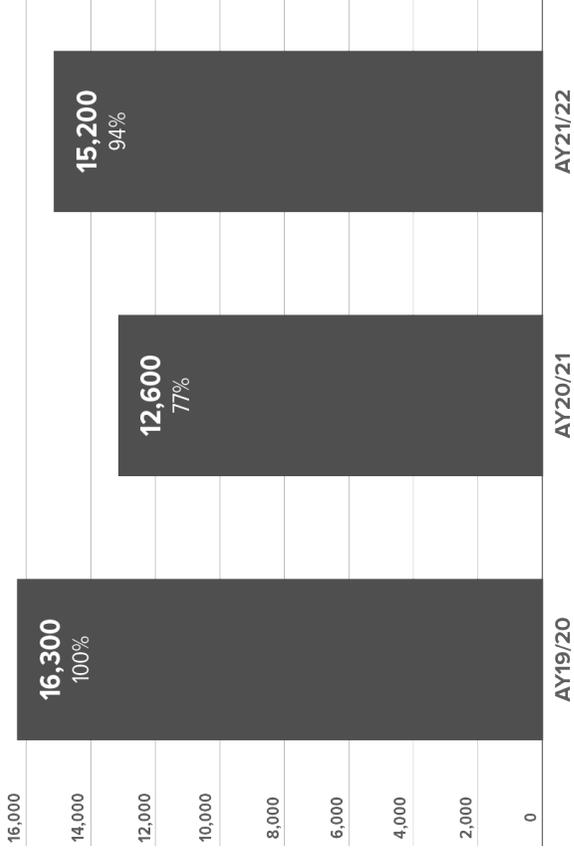
## Residence Hall Experience

- **Visitors permitted in the residence halls**
- **Increased programming and engagement**
- **Expanded common space availability**





# Residence Hall Capacity





## Dining

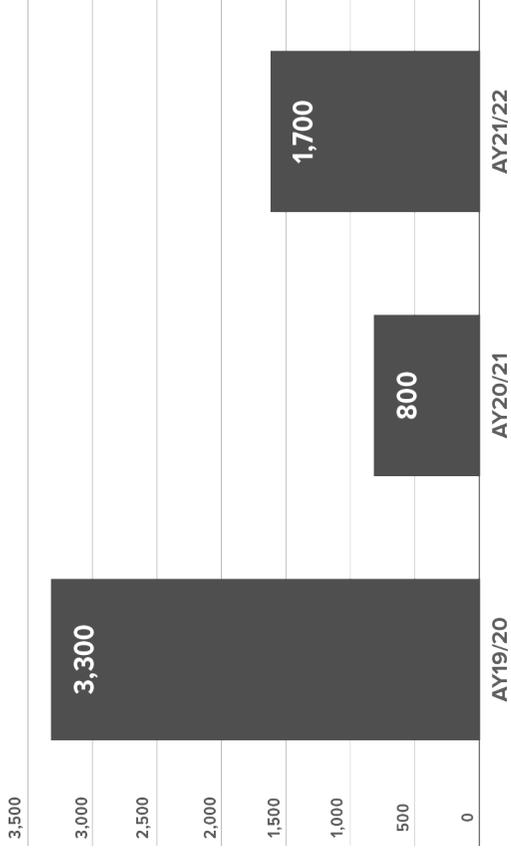
May 18-20, 2021, Board of Trustees Meetings

- **Maintain focus on mobile ordering, offer more variety**
- **Increase variety and self-serve options**
- **Expanded seating and gathering options**





# In-facility Dining Capacity





## Recreation

May 18-20, 2021, Board of Trustees Meetings

- **Increase availability of weight and cardio equipment**



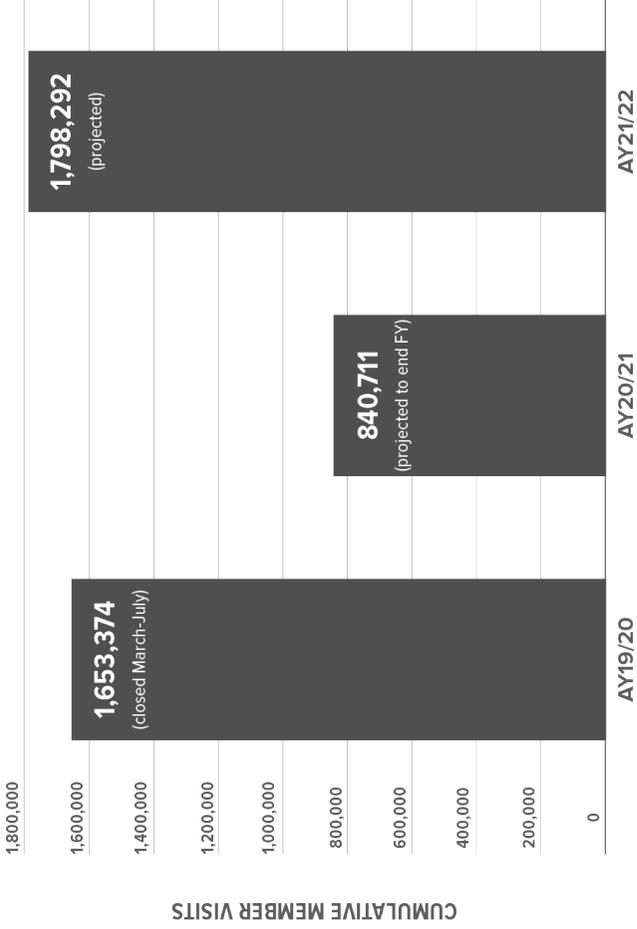
- **Expanded offerings**

- Group fitness classes (size and variety)
- Intramural sports
- Club sports engagement
- Esports





# Recreation Facility Visits





# Student Engagement

## • Significant expansion in formal and informal opportunities

- University-offered and student organization events and gatherings
- Increase in capacity in informal gathering spaces

## • Virtual tools leveraged to expand access to students not on campus





# Strategic Enrollment Plan 2022-2024

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**Bruce A. McPheron, PhD**  
Executive Vice President and Provost

May 19, 2021 | Academic Affairs and Student Life Committee





# Background

## **The 2022-2024 Strategic Enrollment Plan is:**

- Guided by the recognition that Ohio State has a central role to play in preparing a workforce ready to address the current and emerging needs of the state.
- Committed to excellence in service to the state of Ohio, the nation and the world while being accessible, affordable, innovative and caring.
- Focused on providing an exceptional education.

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# **Key initiatives that will influence the plan**

## **STEMM focus**

Ohio State has committed to a total of 22,500 degree completions in some STEMM fields by 2036.

## **Distance education**

Ohio State will expand its offering of online programs to enroll at least 8,000 new students by 2031 in order to meet the needs of students and in-demand fields.

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## **Faculty growth**

The university has a goal of hiring up to 350 net new tenure-track faculty over the coming decade, including a focus on critical and emerging research areas, meeting needs in high-demand curricula and diversifying our Ohio State faculty (the RAISE Initiative and beyond).





# Columbus undergraduate students

Metric	AU19	AU20	Target
NFYS enrollment	7,630*	8,602	Increase to 7,800
Transfer enrollment	2,415	2,158*	Increase to 2,250
Academic preparedness (NFYS)			
Avg. ACT composite	29.5	28.8	Increase to 30
Top 10% class rank	61%	55%	Increase to 68%
Top 25% class rank	94%	91%	Increase to 97%
Non-Ohio residents	32.3%	28.9%	Increase to 33% (9% int'l)
Increase diversity (NFYS)			
Minority students	25.4% (1,937)	23.4% (2,086)	Increase
First-generation	23.7%	19.2%	Increase to 25%
Pell recipients	18.2%	16.4%	Increase to 21%

\* Base year



# Graduate students

Metric	AU19	AU20 (base)	Target
Graduate enrollment 1698	11,285	11,095	Increase ~5% (550) in research-based programs  Increase by 500 (AU22), 1,000 (AU23) & 2,000 (AU24) in online programs

- Increase enrollment of underrepresented minority students
- Reduce time to degree with plans that accelerate the pipeline to completion of degree



## Regional campus students

Metric	Avg. 2017-19	Target
Regional NFYS enrollment	3,010	Increase to 3,300-3,400
First-generation	35.8%	Increase to 39%
Bell-eligible	36.2%	Increase to 41%
Minority students	25.7%	Increase
First-year retention rate*	70.8%	Increase to 76%
Six-year graduation rate*	40.6%	Increase to 46%

\* Of NFYS students who begin on a regional campus



## Columbus campus retention and graduation rates

Metric	AU19	AU20	Target
First-year retention rate	94.1%	93.9%	Increase to 95%
Four-year graduation rate	67.0%	68.7%	Increase to 71%
Six-year graduation rate	85.8%	87.0%	Increase to 90%





**THE OHIO STATE UNIVERSITY**

# **Accelerating Excellence, Access and Service**

**Strategic Enrollment Plan for  
The Ohio State University, 2022-2024**

**May 2021**

# **Accelerating Excellence, Access and Service Strategic Enrollment Plan for The Ohio State University, 2022-2024**

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## 1.0 Introduction

President Kristina M. Johnson's state of the university address on February 18, 2021, laid out her vision for making The Ohio State University "the absolute model of what a land-grant university should look like and be in the 21<sup>st</sup> century." The university needs to be fiercely committed to "excellence in service to the state of Ohio, the nation and the world" while being "accessible, affordable, innovative and caring." By doing so, Ohio State will provide an exceptional education that is a catalyst for "people from ordinary backgrounds to do extraordinary things."

The 2022-2024 Strategic Enrollment Plan, as presented in this document, is guided by the recognition that Ohio State has a central role to play in preparing a workforce ready to address the current and emerging needs of the state. This plan also recognizes the competition for prospective students and the changing patterns of enrollment in higher education across Ohio, the nation and the world.

The plan should be considered a living document that will continue to evolve over the months and years to come, shaped by key initiatives that include:

- **STEMM focus:** Ohio State has committed to a total of 22,500 degree completions in some STEMM fields by 2036.
- **Distance education:** Ohio State will expand its offering of online programs to enroll at least 8,000 new students by 2031 in order to meet the needs of students and in-demand fields. These programs will offer opportunities for both full- and part-time students.
- **Faculty growth:** The university has a goal of hiring up to 350 net new tenure-track faculty over the coming decade, including a focus on critical and emerging research areas, meeting needs in high-demand curricula and diversifying our Ohio State faculty (the RAISE Initiative and beyond).

To ensure ongoing oversight of the enrollment plan, a new university-wide Executive Committee on Enrollment Planning will be created (see Appendix C) and begin meeting in June 2021. In addition, a subgroup is preparing a strategic enrollment plan at the request of the Office of the President focused specifically on distance education, led by Dr. Robert Griffiths, Associate Vice President for Online Education.

The current document begins with the proposed enrollment plan which articulates the proposed goals, strategies and return on investment. The plan is divided into four parts: undergraduate, graduate, regional campuses and undergraduate retention and graduation. A summary of the plan's broad directions follows. Input into the development of this plan came from: (1) the Enrollment Planning Steering Committee, (2) three subcommittees (undergraduate, graduate and regional campuses), and (3) the Council on Enrollment and Student Progress (CESP). Supporting documents appear as appendices.

### 1.1 Overview

As noted above, the enrollment plan is comprised of four parts, summarized just below. Each part is expanded upon in the sections that follow.

### Columbus Undergraduate Education – Access and Excellence

Ohio State is committed to improving the academic profile and diversity of new students through strategic investments in recruitment and scholarships while increasing enrollment in STEM majors.

### Graduate Education – Growth and Research

Through strategic investments, the goal is to grow enrollment in targeted STEM programs, increase distance education, grow the number of Master's degree students to meet a growing workforce need and continue to recruit high-quality doctoral and professional students for research and clinical activities.

### Regional Campuses – Growth, Access and Opportunity

The number and diversity of students at open-enrollment campuses will increase through strategic investments in recruitment and retention.

### Columbus Undergraduate Retention & Graduation Rates – Student Success

We will further enhance the success of undergraduates as measured by first-year retention and four- and six-year graduation rates.

## 2.0 Columbus Undergraduate Student Enrollment Plan

### 2.1 Objectives

The following objectives refer specifically to the enrollment of new first year students (NFYS) on the Columbus campus. For an overall comparison with enrollment patterns of Autumn 2019 and Autumn 2020, see Section 6.

1. Grow NFYS enrollment from 7,600 to 7,800 over three years
2. Increase transfer enrollment to 2,250
3. Increase NFYS's academic preparedness
  - a. Increase average ACT composite to 30
  - b. Increase top 10% class rank to 68%
  - c. Increase top 25% class rank to 97%
4. Increase percentage of non-Ohio residents to 33% (9% international students)
5. Increase diversity of NFYS student body
  - a. Increase enrollment of underrepresented minority students
  - b. Increase the percentage of first-generation students to 25%
  - c. Increase the percentage of Pell Grant recipients to 21%

### 2.2 Strategies

The following summarizes some of the specific goals and major strategies proposed to meet the objectives described above. These key goals and strategies emerged from the work of the subcommittee on Columbus Undergraduate Student Enrollment (see Appendix A for committee membership).

#### 2.2.1 Maintain freshman enrollment at 7,600-7,800

The 2022-2024 plan recommends maintaining the freshman class size for Columbus at 7,600-7,700, increasing to 7,800 by the end of the plan to grow the number of STEM majors to meet our 15-year graduate goals. This is the optimal class size target given academic and diversity objectives. To meet the objectives of this strategic enrollment plan, a strong and coordinated set of tactics will be employed to address the resident/non-resident mix and the academic preparedness and diversity profile of our entering classes. Achieving these objectives will require investment in financial aid and programming/staffing.

#### 2.2.2 Increase transfer enrollment to 2,250

The 2022-2024 plan recommends increasing transfer student enrollment beyond the AU20 level (2,158) by Autumn 2024. Targets for each of the three years are listed in the table below. Note that a decrease in transfers is expected in 2022 due to declining enrollment at institutions from which students matriculate to Ohio State, in part because of the pandemic. However, growth is expected for the remaining two years as enrollments rebound, and we will be as aggressive as possible in this strategy to achieve our graduation goals.

Table 2A: Autumn 2022 – Autumn 2024 goals to increase transfer enrollment

<b>Autumn 2022</b>	2,100
<b>Autumn 2023</b>	2,200
<b>Autumn 2024</b>	2,250

Summary of strategies

- Explore modifying acceptance practices to facilitate transfer student enrollment into high demand programs.
- Further streamline the evaluation of transfer credit.
- Leverage proactive advising for prospective transfer students.
- Develop STEMM-targeted articulated 2+2 programs and distance education opportunities.
- Enhance programming and advising with Ohio 2-year institutions, with specific emphasis on Columbus State Community College.
- Develop Honors Program options for transfer students.

2.2.3 Increase NFYS's academic preparedness

The 2022-2024 plan recommends the following three elements to address the academic preparedness of our NFYS population, with specific goals listed in Table 2B:

- a. Increase average ACT (NFYS Columbus) beyond the AU19 level (29.5)
- b. Increase top 10 percent class rank (NFYS Columbus) beyond the AU19 level (61%)
- c. Increase top 25 percent class rank (NFYS Columbus) beyond the AU19 level (94%)

Table 2B: Autumn 2022 – Autumn 2024 goals to increase NFYS academic preparedness

	Autumn 2022	Autumn 2023	Autumn 2024
Average ACT	29.5	29.7	30.0
Top 10%	63%	65%	68%
Top 25%	94%	95%	97%

Summary of strategies

- In collaboration with University Marketing, expand marketing and communications in the Office of Student Academic Success to target high ability students.
- Expand enrollment in Scholars Learning Community Programs.
- Expand on existing yield activities to increase enrollment of the highest merit award level students.
- Create targeted campus visit opportunities for high ability students.

2.2.4 Increase percentage of non-Ohio residents to 33% (9% international students)

To ensure a vibrant and geographically diverse student body, the 2022-2024 plan recommends that the percentage of non-Ohio NFYS enrollment be increased from current levels. We will continue to serve students in the state of Ohio; the addition of non-residents, both domestic and international, serves to enrich the experience of all our students. A strong representation of non-resident students will enhance the national and international reputation of Ohio State. This strategy can also be viewed as beneficial to the state of Ohio as many of these students remain in Ohio to live and work upon graduation.

This objective aims to increase non-Ohio percentage (NFYS Columbus) beyond the autumn 2019 level of 32.3%. Note that the lower percentage goals for 2022 and 2023 are realistic given the increased competition for domestic non-residents and continued short-term

expected declines in international student enrollment due to pandemic-related travel restrictions. If these issues are resolved and, importantly, there is an increase in merit aid to attract more non-Ohio students, the goal of 33% non-residents in the freshman class is achievable.

Table 2C: Autumn 2022 – Autumn 2024 goals for resident/non-resident percentage

	Autumn 2022	Autumn 2023	Autumn 2024
% Non-Ohio	30.0%	31.5%	33%
% Domestic Non-Resident	23%	23.5%	24%
%International	7%	8%	9%

Summary of strategies

- Invest in increases to merit scholarships for non-residents and leverage targeted international scholarships to increase country diversity.
- Invest in building new non-resident markets domestically and internationally.
- Expand virtual visit programming opportunities for non-residents and international students.
- Leverage International Gateway Centers (currently in China, India and Brazil) to build student recruitment.

2.2.5 Increase diversity of NFYS student body

The 2022-2024 plan recommends three key facets to continue our trajectory to build a diverse student body:

- a. Increase enrollment of minority NFYS students
- b. Increase percent of first-generation NFYS beyond Autumn 2020 level (19.2%)
- c. Increase percent of Pell recipients beyond Autumn 2020 level (16.4%)

Table 2D: Autumn 2022 – Autumn 2024 goals for increasing diversity

	Autumn 2022	Autumn 2023	Autumn 2024
Total minority students	Increase	Increase	Increase
% first-generation NFYS	23%	24%	25%
% Pell recipients	19.8%	20%	21%

Summary of strategies

- Build an expanded pool of qualified prospective students, e.g. through name and test score purchases, through outreach to community-based organizations (e.g., in Ohio Appalachian counties).
- Leverage relationships with community-based programs to expand outreach, programming and post-admission yield activities, e.g., I Know I Can (Columbus), Cleveland Now, Cincinnati Youth Collaborative.

- Advance existing partnership between Undergraduate Admissions and the Office of Diversity and Inclusion to recruit students to the Young Scholars and Morrill Scholars programs and from the Kipp Academy.
- Expand outreach to churches and community organizations in central Ohio to connect students in these organizations with Ohio State.
- Leverage on-campus programs for high school students that target high achieving rising seniors from Ohio high schools who are first-generation, rural, or historically underrepresented minority students.
- Build representation within the University Ambassador (tour guide) program to increase historically underrepresented students and first-generation students.
- Simplify need-based aid grant programs with the goal of increasing need-based aid to Pell-eligible students.
- Ensure early identification of first-generation students at the prospect/inquiry stage.
- Expand our use of direct student communication (e.g., text messaging) at the point of admission to build excitement, gauge interest and encourage students to choose Ohio State.
- Increase use of travel grants to target high achieving and limited income admitted students in Ohio to increase their campus visit attendance.

### 2.3 Return on investment

This plan will yield highly prepared students whom we anticipate will progress toward timely graduation and successful careers. We will produce graduates who will provide leadership in a next generation workforce for Ohio and beyond. Ohio State will continue to serve the citizens of Ohio, including prospective students who are first-generation, rural, or historically underrepresented minorities. Representation of domestic non-resident and international students will add to the vibrancy of the university and provide a pipeline for highly qualified graduates to remain in Ohio at a time when the number of resident students has plateaued. Both the improvements in academic quality and increase in non-resident student numbers are expected to contribute to an increase in the university's national and international reputation.

## 3.0 Graduate Student Enrollment Plan

### 3.1 Objectives

1. Grow total graduate enrollment through a combination of new graduate students – master’s and doctoral – in research-based degree programs (~5%, or 550 new students, from AY21 baseline) and through on-line programs for professional master’s degrees and certificates (500 new students in 2022-23, rising to 1,000 in 2023-24 and 2,000 in 2024-25)
2. Increase enrollment of underrepresented minority students
3. Reduce time to degree with plans that accelerate the pipeline to degree completion

### 3.2 Strategies

Below are some of the proposed strategies to accomplish the objectives described above. These key goals and strategies emerged from the work of the subcommittee on Graduate Student Enrollment (see Appendix A for committee membership).

#### 3.2.1 Grow total graduate enrollment

- Increase capacity in high-demand programs
- Strategically expand programs that are targeted for growth in STEM (e.g., health sciences, engineering and computer sciences) and utilize a distance education format aligned with market demand
- Aggressively evaluate and adjust graduate programs offerings, particularly our on-line degree and certificate programs, based on market analysis
- Establish policies related to micro-credentials, stackable certificates and other emerging formats
- Launch a university-wide graduate level communications strategy
- Partner with EdUSA, Fulbright and Global Gateways to increase and diversify international enrollment
- Expand financial offers to maintain competitiveness

#### 3.2.2 Increase enrollment of underrepresented minority students

- Establish campaigns that build pipelines to include Hispanic Serving Institutions (HSIs), Historically Black Colleges and Universities (HBCUs) and Ohio State undergraduates
- Support administrative and diversity efforts locally with staffing or GA assistance to improve local unit management
- Expand mentorship programs for under-represented minority students, such as the Dissertation Boot Camp and Preparing for the Professoriate Retreat
- Expand financial offers to maintain competitiveness

#### 3.2.3 Reduce time to degree with plans to accelerate the pipeline to degree completion

- Promote student success through intentional advising
- Implement a student-advisor-program reporting system to facilitate annual check-ins and early Graduate School response to student challenges

- Automate outreach to non-registered students to reduce attrition
- Automate surveys to students who drop out to understand contributing factors

### 3.3 Return on investment

The growth of graduate degrees produced under this plan will contribute to a vibrant economy for Ohio and beyond. Whether through our conventional degrees based upon research and creative inquiry or through one of our professional degrees or certificates, Ohio State's graduate education produces very highly prepared contributors to the innovation economy. Our goal to double research will require continued growth of our graduate student population in residence at Ohio State, and our aspirations to grow our online presence can best be achieved by a focus on world-leading certificate and master's offerings.

## 4.0 Regional Campus Enrollment Plan

### 4.1 Objectives

1. Increase regional campus NFYS enrollment to 3,300-3,400
2. Increase percentage of first-generation students to 39%
3. Increase percentage of Pell-eligible students to 41%
4. Increase enrollment of underrepresented minority students
5. Increase first-year retention rate for students who begin on a regional campus to 76%
6. Increase six-year graduation rate for students who begin on a regional campus to 46%

Table 4A: Objectives and metrics for the life of the plan

Objective and (average for 2017-2019)	Autumn 2022	Autumn 2023	Autumn 2024	Autumn 2024 *
Increase enrollment of new first year students (3,010)	3,140	3,234	3,331	3,428
Increase percent of first generation NFYS (35.8%)	37%	38%	39%	
Increase percent of Pell eligible NFYS (36.2%)	39%	40%	41%	
Increase minority NFYS on regional campuses (25.7%)	increase	increase	increase	
Improve regional campus NFYS 1st year retention (70.8%)	72%	74%	76%	
Improve NFYS 6-year graduation rate (40.6%)	42%	44%	46%	

\*Assumes new or additional student housing on the regional campuses

### 4.2 Strategies

Ohio State's regional campuses represent an unparalleled opportunity to serve the citizens of Ohio with access to an Ohio State education. Our recent efforts to develop the Bachelor of Science in Engineering Technology in partnership with local government and businesses suggest a model that might catalyze additional impact for the regional campuses on our university mission. Following are strategies derived from the subcommittee on Regional Campus Enrollment to allow us to deliver on this potential (see Appendix A for committee membership).

#### 4.2.1 University-wide recruitment collaboration

- Institute a collaborative/comprehensive/inclusive university-wide recruitment effort that promotes the regional campus option and the One University concept in all recruitment materials

- Increase visibility of regional campuses on university websites to promote One University concept
- Implement recruitment activities in support of the university's goal to increase STEM graduates
- Develop enhanced communication plan to promote the regional campus option in all university recruitment materials
- Communicate what the "open access" model of the regional campuses means
- Communicate through all marketing venues the value of Ohio State delivered in a smaller setting, e.g., ideal mix of small college/major research university experience
- Develop materials focused on recruiting students considering other institutions to come directly to the regional campuses

#### 4.2.2 Financial aid awards and procedures

- Move eligibility for Buckeye Opportunity Grant (Pell-eligible students) to first semester of enrollment
- Increase visibility of scholarship support to targeted student populations
- Enhance information sharing from Student Financial Aid to ensure students' financial issues/needs are addressed
- Highlight the affordable per-semester cost of regional campus tuition

#### 4.2.3 Recruitment processes on regional campuses

- Share information about focused campus support resources for various campus populations
- Strengthen collaboration in the orientation/onboarding handoff between admissions and next steps to enhance student success
- Conduct strategic name purchases to identify targeted populations
- Develop enhanced communication plan for reaching students who were admitted to a regional campus as an alternate choice
- Clarify college application process by simplifying directions and packaging information

#### 4.2.4 Recruitment outreach on regional campuses

- Increase communication efforts to engage students' families in the recruitment process
- Incorporate virtual elements of recruitment efforts into high school visit planning
- Expand visits—in person or virtually—to every high school in each campus's respective recruitment areas
- Increase the number of special or outreach events to bring prospective students to campus
- Increase guidance counselor education about the regional campuses
- Increase communication to principals and superintendents about the regional campuses
- Increase utilization of faculty in recruitment events
- Utilize first generation faculty and staff and those from underrepresented groups in recruitment events

- Ensure that entering students understand that four-year programs on regional campuses are quality Ohio State programs
- Promote the benefits of the on-campus College Credit Plus student experience

#### 4.3 Return on investment

Growing enrollment on the regional campuses will promote access to an Ohio State education, address affordability through our lower tuition structure and provide strong connections between local employment needs and degree opportunities (either an initial pathway to a Columbus-offered degree program or continued growth of in-demand 4-year options delivered on the regional campuses).

## 5.0 Retention and Graduation Rates for NFYS on the Columbus Campus

Three key metrics are used nationally to track student success at the undergraduate level: first-year retention rate, four-year graduation rate and six-year graduation rate. Considering current investments, in addition to ongoing and planned work to support our students, Ohio State is in an excellent position to improve our already-strong rates for undergraduate students starting on the Columbus campus. Consequently, objectives in the plan propose increases to all rates from their autumn 2019 levels (AU19: 94.1% first-year retention rate, 67% four-year retention rate, 85.8% six-year retention rate). To achieve these ambitious targets, it is imperative that there is a university-wide commitment to ensuring that each student is empowered to maximize their full potential regardless of where they begin since every student admitted to Ohio State has the potential to succeed. This work will be regularly reviewed by the Student Success Executive Sponsor Group, co-led by Dr. Melissa Shivers (Senior Vice President for Student Life), Dr. Beth Hume (Vice Provost for Student Academic Success) and Liv Gjestvang (Associate Vice President for Learning Technology), a group created during the pandemic to coordinate student success initiatives across the university. (For additional information on Ohio State's efforts regarding retention and graduation, please see Appendix B for a link to the university's Completion Plan, submitted to the Board of Trustees in August 2020.)

### 5.1 Objectives

1. Increase first-year retention rate for students entering Columbus campus to 95%
2. Increase four-year graduation rate for students entering Columbus campus to 71%
3. Increase six-year graduation rate for students entering Columbus campus to 90%

### 5.2 Strategies

Below are some strategies to accomplish the objectives noted above.

- Increase awareness university-wide of evidence-based strategies to enhance student success both inside and outside the classroom.
- Promote and scale programs already proven successful.
- Foster a student-oriented mindset university-wide that champions innovations and opportunities to eliminate barriers to student success.
- Nurture a sense of belonging for students throughout their entire academic journey.
- Increase and facilitate access to advising tools, data and resources to guide and support students academically.
- Ensure academic pathways to student success are well-designed and familiar to students.
- Facilitate student experiences through increased personalized engagement.
- Enhance easy access to information and resources.
- Champion increased support for services and initiatives that address college preparedness.
- Promote and scale Ohio State's work with national initiatives aimed at increasing student retention and graduation.

### 5.3 Return on investment

Investments to meet the retention and graduation rate objectives will benefit students by reducing time-to-degree (and thus cost) and enhancing their experience at Ohio State. Increased rates may also have a positive impact on the university's national and international reputation.

## 6.0 Enrollment Planning Broad Directions

The following tables outline the broad directions of the 2022-2024 enrollment plan. The first table focuses on enrollment of students at all levels and on all campuses. The remaining three tables reflect new first year undergraduate student enrollment, providing summaries for new student enrollment, the diversity profile of the incoming class, and retention and graduation rates of the students. To provide context, information from Autumn 2019 and Autumn 2020 are included. Note that Autumn 2019 represents the more typical year since the pandemic impacted enrollment in 2020.

### 6.1 Enrollment Planning 2022-2024

Table 6A: Total Enrollment

Autumn 2019	Autumn 2020	Autumns 2022-2024 Broad Directions
<b>68,262</b>	<b>67,957</b>	Increase total enrollment (due to increases in STEMM, master's, doctorates, distance education, regional campuses and retention)
n/a	n/a	Increase STEMM graduates and maintain enrollment in other majors; increases will be undergraduate and graduate students
<b>61,391</b>	<b>61,369</b>	Increase total Columbus campus enrollment (due to increases in STEMM, master's, doctorates, distance education and retention)
<b>11,285</b>	<b>11,095</b>	Increase Columbus campus graduate enrollment by focusing on distance education, master's degree programs, certificates and Ph.D. enrollment to align with research priorities, faculty hiring and grants; ensure graduate teaching and research assistantships are in alignment with new faculty hiring
<b>38 approved programs (1,787 students)</b>	<b>46 approved programs (1,973 students)</b>	Strategically expand distance education opportunities aligned with market demand and critical workforce needs
<b>3,288</b>	<b>3,290</b>	Maintain post-baccalaureate professional student enrollment as sizes in these programs are fixed

Table 6B: New First Year Undergraduate Student Enrollment

<b>Autumn 2019</b>	<b>Autumn 2020*</b>	<b>Autumns 2022-2024 Broad Directions</b>
<b>7,630</b>	<b>8,602</b>	Increase Columbus freshman enrollment from 7,600 to 7,800
<b>2,415</b>	<b>2,158</b>	Increase transfer student enrollment beyond Autumn 2020 level
<b>2,802</b>	<b>2,480</b>	Increase regional campus freshman enrollment beyond Autumn 2020 level
<b>29.5</b>	<b>28.8</b>	Increase average ACT (NFYS Columbus) beyond Autumn 2019 level
<b>61%</b>	<b>55%</b>	Increase top 10 percent class rank (NFYS Columbus) beyond Autumn 2019 level
<b>94%</b>	<b>91%</b>	Increase top 25 percent class rank (NFYS Columbus) beyond Autumn 2019 level

\*The pandemic had an impact on university priorities and enrollment plan objectives for Autumn 2020. Targets for the Autumn 2021 Columbus freshman class are 7,700-7,800 students, increases in the top 10% and top 25% of high school class and an ACT of >29.

Table 6C: Access and Inclusion: New First Year Undergraduate Students

Autumn 2019	Autumn 2020	Autumns 2022-2024 Broad Directions
<b>1,937 (25.4%)</b>	<b>2086 (23.4%)</b>	Increase minority students (NFYS Columbus)
<b>821 (29.3%)</b>	<b>809 (32.6%)</b>	Increase minority students (NFYS Regionals)
<b>32.3%</b>	<b>28.9%</b>	Increase non-Ohio percentage (NFYS Columbus) beyond Autumn 2019 level
<b>27.0%</b>	<b>23.0%</b>	Increase percent of first-generation NFYS (all campuses) beyond Autumn 2020 level
<b>22.9%</b>	<b>19.8%</b>	Increase percent of Pell recipients NFYS (all campuses) beyond 2020 level

Table 6D: Retention and Graduation: Undergraduate Students

Autumn 2019	Autumn 2020	Autumns 2022-2024 Broad Directions
<b>94.1%</b>	<b>93.9%</b>	Improve first-year retention (NFYS Columbus)
<b>67.0%</b>	<b>68.7%</b>	Improve four-year graduation (NFYS Columbus)
<b>85.8%</b>	<b>87.0%</b>	Improve six-year graduation (NFYS Columbus)
<b>68.7%</b>	<b>71.5%</b>	Improve first-year retention (NFYS Regional)
<b>20.6%</b>	<b>22.1%</b>	Improve four-year graduation (NFYS Regional)
<b>42.7%</b>	<b>42.9%</b>	Improve six-year graduation (NFYS Regional)

## 7.0 Appendix A: Enrollment Plan Committee Membership

### 7.1 Steering Committee

Stephanie Sanders	Associate Vice President, Strategic Enrollment Planning, chair
Alicia Bertone	Vice Provost for Graduate Studies and Dean of the Graduate School
Susan Cole	Professor of Molecular Genetics and Faculty Council Chair
Meg Daly	Associate Dean, Undergraduate Education
Kris Devine	Vice President of Operations and Deputy CFO, Business and Finance
Robert Griffiths	Associate Vice President, Office of Distance Education and E-Learning
Cathann A. Kress	Vice President for Agricultural Administration and Dean, College of Food, Agricultural and Environmental Sciences
Gil Latz	Vice Provost, Global Strategies and International Affairs
Anil K. Makhija	Dean, Fisher College of Business
Russell Marzette	Assistant Professor of Mechanical and Aerospace Engineering and Chair, CESP
Bernadette Melnyk	Vice President for Health Promotion and Dean, College of Nursing
James L. Moore III	Vice Provost for Diversity and Inclusion and Chief Diversity Officer
Gretchen Ritter	Vice Provost and Executive Dean, College of Arts and Sciences
Gregory S. Rose	Dean and Director of Marion Campus and Executive Regional Dean
Melissa Shivers	Senior Vice President, Student Life
Gail Capel Stephenoff	Executive Director, Strategic Enrollment Planning
David Tomasko	Associate Dean, College of Engineering
Amy Wheeler	Executive Director, Student Financial Aid
Kay N. Wolf	Senior Vice Provost, OAA

### 7.2 Columbus Undergraduate Student Enrollment Subcommittee

Lisa Barclay	Interim Chief Diversity Officer, College of Engineering
Wendy Bowles	Assistant Professor, College of Nursing
Mark Cortez	Director, Outreach & Recruitment, Undergraduate Admissions
Jennifer Fry	Director, Enrollment Services, OSU Mansfield
Donya Gilmore	Program Director, Morrill Scholarship Program

Caleb Hineman	Vice President, Undergraduate Student Government
David Horn	Associate Dean, Undergraduate Education, College of Arts and Sciences
Scott Klute	Sr. Director, Financial Planning and Analysis
Anne Krabacher	Director, Honors & Scholars
Lynette Lindsey	Director, Admissions Operations, Undergraduate Admissions
Beth McGuffey	Executive Director, Marketing & Strategic Communications, Office of Student Academic Success
Andrea Prud'homme	Associate Dean, Fisher College of Business
David Roy	Director, Academic and Diversity Initiatives, Undergraduate Admissions
Padmini Roy-Dixon	Executive Director, Global Gateway
Jennifer Simmons	Director, Distance Education
Peter Spreitzer	Director, University Exploration
Chip Wendell	Assistant Director, Analysis and Reporting
Beth Wiser	Executive Director, Undergraduate Admissions, chair

### 7.3 Graduate Enrollment Planning Subcommittee

Alicia Bertone	Vice Provost and Dean, Graduate School, co-chair
Ana Casado	Graduate Program and Grants Coordinator, Department of Engineering Education, Association of Graduate and Professional Administrators (AGPA) Representative
Dorota Grejner-Brzezinska	University Distinguished Professor, Enterprise for Research, Innovation and Knowledge (ERIK)
Robert Griffiths	Associate Vice President, Distance Education, Office of Distance Education and eLearning
Ryan King	Divisional Dean, Social and Behavior Sciences, College of Arts and Sciences
Jacquelyn Meshelemiah	Associate Vice Provost, Office of Diversity and Inclusion
Nick Messenger	Graduate Teaching Assistant, Council of Graduate Students
Rachel Nash	Interim Executive Director, Graduate and Professional Admission, co-chair
LaTonia Stiner-Jones	Assistant Dean, College of Engineering
Ben Tepper	Associate Dean, Fisher College of Business
Fernando Unzueta	Associate Vice-Provost, Office of International Affairs
Randy Wachtel	Finance Manager, Business and Finance

#### 7.4 Regional Campus Enrollment Planning Subcommittee

Mark Cortez	Director of Outreach and Recruitment, Undergraduate Admissions
Chris Daddis	Assistant Professor of Psychology, Ohio State Marion
Dave Dietrich	Manager of Enrollment, Ohio State ATI
Jennifer Fry	Director of Enrollment Services, Ohio State Mansfield
Ashley Gordon	Enrollment Services Director, Ohio State Marion
Kristina Healy	Director of Enrollment Services, Ohio State Lima
Diane Kanney	Director of Enrollment, Ohio State Newark
Dawn Kitchen	Associate Dean and Professor of Anthropology, Ohio State Mansfield
Greg Rose	Executive Dean of Regional Campuses; Dean of Ohio State Marion, chair
Randy Wachtel	Finance Manager, Office of Business and Finance

## **8.0 Appendix B: Completion Plan**

For additional information on Ohio State's efforts regarding retention and graduation, please see the university's Completion Plan, which was submitted to the Board of Trustees in August 2020, at <https://osas.osu.edu/pdf/strategic-completion-plan.pdf>.

## 9.0 Appendix C: Proposed Executive Committee on Enrollment Planning

### 9.1 The Ohio State University Executive Committee on Enrollment Planning

The university's 2022-24 Enrollment Plan proposes formation of an Executive Committee on Enrollment Planning, as described below. The membership is similar, though not the same, as the steering committee involved in the creation of the enrollment plan. Given the steering committee's familiarity with the current plan and related challenges, it is proposed that the 2022-24 Enrollment Plan steering committee continue its service until the end of the 2022 academic year. After that time, the membership will reflect that spelled out in this document.

#### 9.1.1 Purpose

This important university-level committee is charged with monitoring implementation of the enrollment plan and advising senior university leadership on enrollment-related matters, particularly as they relate to the university's enrollment plan. The committee will review and recommend changes to the university's enrollment plan and form ad hoc sub-committees to study and make recommendations on specific topics, e.g. distance education. The committee will produce an annual report for the president and provost.

#### 9.1.2 Meeting frequency

Every two months, though more frequent meetings may be necessary at certain periods during the year.

#### 9.1.3 Membership

Vice Provost for Student Academic Success (committee chair)  
Senior Vice Provost, Academic Affairs  
Senior Vice President, Student Life  
Vice President, Operations and Deputy CFO, Business and Finance  
Vice President, University Marketing & Communications  
Vice Provost, Diversity and Inclusion and Chief Diversity Officer  
Vice Provost, Global Strategies and International Affairs  
Vice Provost, Graduate Studies and Dean of the Graduate School  
Vice Provost, Academic Programs  
Executive deans for Columbus and regional campuses  
Associate Vice President, Distance Education and E-Learning  
Associate Vice President, Strategic Enrollment Planning  
Council on Enrollment and Student Progress, chair  
Faculty Council, chair  
Student body presidents

#### **Ex officio:**

Assistant Vice Provost, Research and Program Assessment (OSAS)  
Assistant Vice Provost, Transition and Academic Growth  
Executive Director, Graduate and Professional Admissions  
Executive Director, Student Financial Aid  
Executive Director, Undergraduate Admissions  
University Registrar

# Office of Institutional Equity

Creating an environment  
that is equitable, fair and just

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**Keesha Mitchell, J.D.**  
Interim Associate Vice President  
Office of Institutional Equity

Prepared for the Ohio State Board of Trustees  
Academic Affairs & Student Life Committee  
May 19, 2021





# Who we are

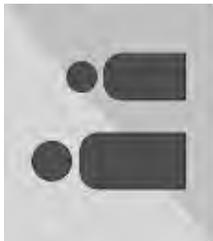
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A team who collaborates with individuals on our campuses, in the Wexner Medical Center, and across the state to provide education, support, and response in accordance with The Americans with Disabilities Act, Affirmative Action / Equal Employment Opportunity, Youth Protection, Title IX, and other civil rights laws such as Title VI.



ACCESSIBILITY  
AND  
ACCOMMODATIONS

AFFIRMATIVE ACTION  
AND  
EQUAL EMPLOYMENT  
OPPORTUNITY



YOUTH  
PROTECTION



TITLE IX



# What we do

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- **Engage in proactive work**, including policy development, education, and consultation.
- **Coordinate response** to all reports of discrimination, harassment, sexual misconduct, and child abuse/neglect in addition to external reviews/audits.
- **Provide information** on support resources, assist with supportive measures, and provide information about resolution options.
- **Conduct investigations and/or adjudicate** complaints of discrimination, harassment, and sexual misconduct involving students, faculty, staff, and visitors.





# Leadership and staffing



## The right expertise, new positions added

- Director of Resolutions and two Resolutions Officers hired to adjudicate all protected class hearings and build informal resolutions.
- Reporting and Analytics Senior Consultant hired to provide strategic leadership in areas of information analysis, evaluation, collection.
- Position hired to manage digital accessibility tracking and auditing for The Digital Access Center. This hire frees up resources to train departments how to conduct accessibility evaluations.
- Added staff for a total of six intake coordinators and seven investigators to manage increased reporting.





# Policy revisions

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- **Revising OIE policies** to align with the vision of the office:
  - Affirmative Action and Equal Employment Opportunity policy
  - Comprehensive disability policy
  - Non-discrimination, harassment, and sexual misconduct policy
  - Youth activities and programs policy
- Target effective date January 2022



# OIE process updates

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- Developing additional trainings and resources to support the intersection of Affirmative Action/Equal Employment Opportunity requirements with employment processes.
- Incorporating Affirmative Action/Equal Employment Opportunity requirements into the voluntary diversity planning process and diversity portal.
- As of this Spring 2021 census, the number of students with disabilities working with Student Life Disability Services on accommodations reached an all time high of 9.0%.
- Supporting a record number of students and employees with supportive measures to assist in restoring access to their education and employment.





# Title IX updates

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- Implemented new Title IX Regulations, which have the force and effect of law.
  - Went into effect August 14, 2020.
  - Revised interim policy to effectuate the regulations.
  - Key changes include requiring a live hearing, cross examination by advisors, additional rules of questioning and evidence, and mandated appeals.





# Resolutions

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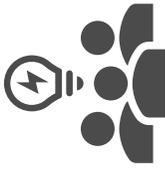
- Creating an informal resolutions process to provide additional options to resolve complaints of discrimination, harassment, and sexual misconduct.
- Streamlining and updating all resolution processes to meet regulatory requirements and clarify processes.
- Implemented educational conversations as an alternative option to respond to a report.





# Education and training

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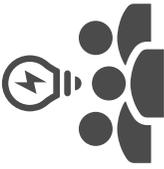
- Co-leading **Education for Citizenship**, an initiative that aims to inspire our Ohio State community to engage deeply, with integrity and respect, when expressing ideas and beliefs, be it in word or action.
- Assisted in developing and launching the **Freedom of Expression website**.
- **Hosted the 21st Multiple Perspectives on Access Inclusion & Disability Conference** for over 400 participants, which included training from the U.S. Department of Education and Office of Federal Contract Compliance Programs.





# Education and training

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- **Facilitated more than 90 in-person/virtual presentations** with information about OIE to students, faculty, and staff this academic year.
- Facilitated training for all project leads and directors in shared services for facilities **to promote accessibility in construction and renovations.**
- **Coordinated first-ever Affirmative Action/Equal Employment Opportunity training** for recruitment professionals at the university. This training is now in BuckeyeLearn and available to all employees.
- Continuing to administer the **online sexual misconduct education**, which is required annually.





Promoting the safety and well-being of our students, faculty, staff  
is Ohio State's top priority and a responsibility we all share.



There is no place for harassment, discrimination,  
or sexual misconduct of any kind.



ATTACHMENT LXXIII

The Ohio State University  
Board of Trustees Academic Affairs, Research and Student Life Scorecard  
May 2021



Measurement		2017-18	2018-19	2019-20	2020-21	Status	2020-21 Target	
Teaching and Learning	Faculty Who Have Completed Instructional Redesign (n= 1,422) <sup>1</sup>	N/A	N/A	N/A	50* (33.3% of annual target)		150 (cumulative)	
	Gateway/Critical Department Courses Redesigned (n=100)	N/A	N/A	N/A	5* (41.7% of annual target)		12 (cumulative)	
	Percentage of faculty who have completed Teaching Practices Inventory	Launched in 2019	74.9%	82.7%	N/A (Expected of new UG teaching faculty)	■	N/A	
	Percentage of faculty who have completed Teaching@OhioState modules/UILL Reading List	Launched in 2019	47.2%	69.0%	N/A (Expected of new UG teaching faculty)	■	N/A	
	WSJ / THE Student Engagement Survey Public University Rank	16th	20th	11th	11th	■	N/A	
Access and Affordability	Percent of NSF Pell recipients	Columbus	16.9%	16.4%	18.2%	16.4%	▼	18.5%
		Regional	38.5%	36.5%	34.8%	30.8%	▼	N/A
	Percentage of Pell recipients with 100% tuition and mandatory fees met (Ohio residents)	Columbus	78.0%	96.0%	96.0%	Available Mid-Oct 2021	▲	95.0%
		Regional	50.0%	60.0%	84.0%	Available Mid-Oct 2021	▲	65.0%
	Total institutional aid awarded to students (Columbus)	Non-Need-based	\$74.7M	\$77.6M	\$78.5M	\$71.7M	▼	N/A
		Need-based	\$114.0M	\$121.0M	\$127.8M	\$132.2M	▲	N/A
	Percentage of UG students graduating with no debt		48%	50%	53%	Available Mid-Oct 2021	▲	50%
	Average student debt for UG graduating cohorts who borrowed		\$27,453	\$27,242	\$27,133	Available Mid-Oct 2021	▼	N/A
No. of Columbus campus students who changed from Ohio State regional campuses or transferred from Ohio community and technical colleges		2,337	2,327	2,370	2,347	▼	N/A	
Student Experience and Success	First year retention rates	Columbus	94.2%	94.5%	94.1%	93.9%	▼	94.6%
		Regional	67.7%	70.5%	68.7%	74.5%	▲	71.0%
	Four/Six-year graduation rates (Columbus, Freshman Cohort)	Four-year	62.4%	64.6%	67.0%	68.7%	▲	65.0%
		Six-year	82.5%	83.5%	85.8%	87.0%	▲	85.0%
	Graduation rates for transfer students (to Columbus campus)	Four-year	68.0%	69.0%	68.7%	72.8%	▲	N/A
		Six-year	72.1%	72.7%	74.4%	74.6%	▲	N/A
	Six-year graduation rates by Pell status (Columbus)	Pell Recipients	74.4%	75.7%	78.3%	80.4%	▲	N/A
		Non-Pell Recipients	84.7%	85.3%	87.5%	88.3%	▲	N/A
	Degree completions (All Campuses)	Bachelors	11,349	11,478	12,096	Available Spring 2021	▲	N/A
		Masters	2,761	2,750	2,914		▲	
		Doctoral	855	886	867		▲	
		Professionals	807	802	863		▲	
	Total	15,772	15,916	16,740				
Participation in undergraduate student activities		80.9%	80.2%	76.4%	75.3%	▼	83%	
Sense of belonging score - graduate/professional students (4-point scale, 4 being the most positive)		3.03	3.06	3.01	3.00	▼	3.20	
Graduating students' overall satisfaction with Ohio State experience	Columbus	91.1%	88.8%	89.5%	Available June 2021	▲	91%	
	Regional	90.2%	90.3%	92.3%		▲	91%	
Graduating students who say Ohio State is a good investment	Columbus	75.2%	70.0%	72.2%	Available June 2021	▲	75%	
	Regional	71.1%	76.0%	70.1%		▼	75%	
Research and Creative Expression Excellence and Faculty Success	Number of National Academy Members and other Prestigious Awards	289	297	311	327*	▲	300	
	Recruit and retain talent	Chaired Faculty	N/A	N/A	198	238*	▲	205
		Postdoctoral Scholars	642	595	659	628	▼	650
		Grad. Research Associates Funded on Grants	1,284 (64%)	1,295 (62%)	1,427 (64%)	1,501 (68%)	▲	1,489 (65%)
	Total R&D Expenditures/ US university rank - NSF HERD	Expenditures	\$875M	\$929M	\$968M	Available Fall 2021	▲	\$950M
		Ranking	25th (14th public)	29th (15th public)	Rank Available Fall 2021	Available Fall 2021	▲	21st
	Total industry-funded R&D Expenditures/ US university rank - NSF HERD	Expenditures	\$139M	\$158M	\$150M	Available Fall 2021	▼	\$165M
		Ranking	5th (2nd public)	4th (1st public)	Rank Available Fall 2021	Available Fall 2021	▼	3rd
	Total number of publications, citations and other creative expression indicators	Publications	21,671	22,695	23,407	Available October 2021	▲	23,150
		Citations	376,572	424,374	462,381	In Progress	▲	433,000
Technology Commercialization	Performances and Exhibitions	In Progress	In Progress	In Progress	In Progress	■	In Progress	
	Gross License Income	\$7,972,860	\$8,862,863	\$5,679,924	Available October 2021	▼	\$5,000,000	
	Start-ups	19	14	13	Available October 2021	▼	15	
Invention Disclosures	458	418	367*		▼	425		
Reputation and Strategic Position	USNWR, America's Best Colleges Rank (Publics)	17	17	17	Available Sept. 2021	◄	In Progress	
	Number of Graduate & Professional Programs in Top 25	# of Programs	55	60	68	66	▼	In Progress
		Program Enrollment	27	36	45	51*	▲	50
	Online Degree/certificate Programs	Program Enrollment	2,520	3,652	4,701	5,188*	▲	5,000
Revenue Generation		\$13.7M	\$18.4M	\$28.0M	\$36.0M*	▲	\$35M	

<sup>1</sup> Full-time instructors in undergraduating-serving colleges who completed TSP 1 & 2 by 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

- ▲ Performance Up from last Scorecard Update
- ◄ No Performance Change from last Scorecard Update
- ▼ Performance Down from last Scorecard Update
- Measure met; will be replaced with new metric



Board of Trustees

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## APPENDIX LXVIII

### **SUMMARY OF ACTIONS TAKEN**

*May 20, 2021 – Master Planning & Facilities Committee Meeting*

#### **Members Present:**

Alexander R. Fischer  
James D. Klingbeil  
Brent R. Porteus

Alan Stockmeister  
Elizabeth A. Harsh  
Reginald A. Wilkinson

Carly G. Sobol  
Robert H. Schottenstein  
Gary R. Heminger (ex officio)

#### **Members Absent:**

N/A

### **PUBLIC SESSION**

The Master Planning and Facilities Committee of The Ohio State University Board of Trustees convened on Thursday, May 20, 2021, in person in Pfahl Hall on the Columbus campus and virtually over Zoom. Committee Chair Alex Fischer called the meeting to order at 8:02 a.m.

#### ***Items for Discussion***

1. **Physical Environment Scorecard**: Jay Kasey, SVP of Administration & Planning, shared the Physical Environment Scorecard with FY21 data through March 2021. Four metrics were coded red and have been for our last two meetings: % Total Projects Completed on Time, All Parking Garage Peak Time Occupancy %, WMC Parking Garage Peak Time Occupancy % and Sum of Daily Temporary Parking Space Closures. One additional metric is yellow – the Facility Condition Index %. During this agenda item, Mark Conselyea, AVP for Facilities Operations and Development, also shared a “deep dive” into the % Total Projects Completed on Time metric. Material availability, contractor issues, and inspections and permitting were primary reasons for projects not being completed on time.

(See Attachment LXXIV for background information, page 1749)

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, the WMC Outpatient Care West Campus project was still being watched closely for schedule, but the Newton Hall Renovation and New Nursing Building is now on track for both budget and schedule. The Combined Heat & Power Plant/District Heating & Cooling Loop project was added to this report and is being watched closely for both budget and schedule. Site prep and foundation work on that project were expected to be complete in mid-May; the delivery of major equipment, such as heat recovery steam generators, gas turbine generators and the steam turbine generator, are expected in the summer.

(See Attachment LXXV for background information, page 1758)

#### ***Items for Action***

3. **Approval of Minutes**: No changes were requested to the February 24, 2021, meeting minutes; therefore, a formal vote was not required, and the minutes were considered approved.



4. Resolution No. 2021-127, Approval of the Master Planning and Facilities Committee Charter: Synopsis: Approval of the revised Master Planning and Facilities Committee charter is proposed. WHEREAS the Board of Trustees may adopt individual committee charters, consistent with committee descriptions, that set forth further information and definition regarding the committee's charge, committee composition, or the delegated authority and responsibilities of each committee; and WHEREAS the delineation and description of each committee function will enable the board to be more effective in the execution of its duties and responsibilities; and WHEREAS section 3335-1-02(C)(1)(d) of the *Bylaws of the Ohio State University Board of Trustees* sets forth the description of the Board of Trustees' Master Planning and Facilities Committee; and WHEREAS the Master Planning and Facilities Committee has developed a proposed charter, consistent with that description, that reflects its status as a standing committee of the Board of Trustees, and that charter has been fully reviewed by the committee; and WHEREAS the Master Planning and Facilities Committee shall be governed by the rules set forth in this Master Planning and Facilities Committee charter:  
NOW THEREFORE  
BE IT RESOLVED, That the Board of Trustees hereby approves the attached Master Planning and Facilities Committee charter.  
(See Appendix LXXXV for background information, page 2020)
5. Resolution No: 2021-128, Approval of Interim Capital Investment Plan for Fiscal Year 2022: Synopsis: Authorization and acceptance of the Interim Capital Investment Plan for the fiscal year ending June 30, 2022 is proposed.  
WHEREAS the university has not yet finalized its operating budget for fiscal year 2022; and WHEREAS the Interim Capital Investment Plan will allow the university to begin or continue capital projects in support of strategic goals during the period from July 1, 2021 through August 31, 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 final Fiscal Year 2022 Capital Investment Plan will be presented for consideration at the August 2021 Board of Trustees meeting:  
NOW THEREFORE



BE IT RESOLVED, That the Board of Trustees hereby approves the Interim Capital Investment Plan for the fiscal year ending June 30, 2022; and

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

(See Appendix LXXXVI for background information, page 2022)

6. Resolution No: 2021-129, Approval of Ohio State Energy Partners Utility System Interim Capital Improvements Plan for Fiscal Year 2022:

Midwest Campus Heating and Cooling Building Conversion – 79-22-EXP  
Equine Performance Evaluation Arena Utility Systems – 85-22-EXP  
Relocated Greenhouse Natural Gas Service – 120-22-EXP  
Biomedical and Materials Engineering Complex, Phase 2 Utility Systems – 121-22-EXP

Synopsis: Approval of the Ohio State Energy Partners LLC (“OSEP”) Fiscal Year 2022 interim capital improvements plan and authorization for OSEP to make capital improvements 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 OSEP to annually submit a utility system Capital Improvement Projects plan (“OSEP CIP”) for university approval; and

WHEREAS the plan includes requested approval of these utility system capital improvement projects for the fiscal year beginning July 1, 2021; and

WHEREAS the university has not finalized its operating budget or capital investment plan for Fiscal Year 2022; and

WHEREAS it is necessary to begin or continue these time-sensitive utility systems projects until the fiscal year operating and capital plans are finalized and adopted; and

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

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

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

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

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



WHEREAS the Audit, Finance and 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 2022 interim OSEP CIP as outlined in the attached materials; and

BE IT FURTHER RESOLVED, That the Board of Trustees authorizes OSEP to proceed with these Fiscal Year 2022 capital improvements to the utility system as outlined in the attached materials.

(See Appendix LXXXVII for background information, page 2024)

- 7. Resolution No. 2021-130, Approval to Enter Into/Increase Professional Services and Enter Into/Increase Construction Contracts:

**Approval to Enter Into/Increase Professional Services Contracts**

- Campbell Hall Renovation
- CFAES Wooster – Fisher Auditorium Renovation
- Newark – Founders Hall Enhancements
- WMC Loading Dock Expansion and Renovation

**Approval to Enter Into/Increase Professional Services and Construction Contracts**

- Energy Advancement and Innovation Center
- Newton Hall Renovation and New Nursing Building

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 for the following projects; and

	Prof. Serv. Approval Requested	Total Requested	
Campbell Hall Renovation	\$4M	\$4M	state funds
CFAES Wooster – Fisher Auditorium Renovation	\$1.2M	\$1.2M	state funds
Newark – Founders Hall Enhancements	\$2.4M	\$2.4M	state funds
WMC Loading Dock Expansion and Renovation	\$1.3M	\$1.3M	auxiliary funds



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

	Prof. Serv. Approval Requested	Construction Approval Requested	Total Requested	
Energy Advancement and Innovation Center	\$3.2M	\$7.2M	\$10.4M	university funds partner funds
Newton Hall Renovation and New Nursing Building	\$0.6M	\$4.5M	\$5.1M	fundraising state funds university funds

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

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

(See Appendix LXXXVIII for background information, page 2026)

8. Resolution No. 2021-131, Approval for Sale of Real Property:

LAND NEAR WEST OF DUBLIN GRANVILLE ROAD  
CITY OF COLUMBUS, FRANKLIN COUNTY, OHIO

Synopsis: Authorization to sell real property held by the Board of Trustees of The Ohio State University described as vacant land near West Dublin Granville Road, north of Don Scott Airport, in the City of Columbus, Ohio, is proposed.

WHEREAS the Board of Trustees of The Ohio State University seeks to sell to Dave Fox Remodeling Inc. approximately 1.44 acres of real property described as a vacant site near West Dublin Granville Road, the exact acreage to be determined by survey, located in the City of Columbus, Franklin County, Ohio and north of Don Scott Airport; and

WHEREAS the site is adjacent to the buyer's property and the buyer has requested to purchase the land; and

WHEREAS the university has determined the disposition will not conflict with university's plans at the airport or with other programming; and



THE OHIO STATE UNIVERSITY

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the President and/or Senior Vice Presidents for Business and Finance and Administration and Planning shall be authorized to take any action required to effect the sale of the property upon such terms and conditions deemed to be in the best interest of the university.

(See Appendix LXXXIX for background information, page 2032)

9. Resolution No: 2021-132, Approval for Purchase of Real Property:

149,000 SQ FT OF PUBLIC STREET AND INTERCONNECTING PUBLIC ALLEYS  
BETWEEN 9<sup>TH</sup> AND 11<sup>TH</sup> AVENUES  
COLUMBUS, FRANKLIN COUNTY, OHIO

Synopsis: Authorization to purchase property from the City of Columbus, specifically those vacated streets and alleys described as 11th Avenue between Neil Avenue and North High Street, together with interconnecting public alleys located between 9th and 11th Avenues in Columbus, Ohio, and being approximately 149,000 sq ft of land, is proposed.

WHEREAS at the request of the university, the City of Columbus has offered to vacate and sell the above described street(s) and alleys subject to approval of the sale by the Columbus City Council and subject to retention of a general utility easement for public utilities currently located in the streets and alleys, and an appraisal of the property that supports the purchase price that is being offered to the city to sell the property to the university, all to be documented in a written agreement; and

WHEREAS the purchase of this property supports Framework 2.0 and the Comprehensive Transportation and Parking Plan; and

WHEREAS the appropriate university offices have determined that the purchase of this property would be in the best interest of the university:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the President and/or Senior Vice President for Business and Finance shall be authorized to take any action required to effect the acquisition of the land upon the terms and conditions deemed to be in the best interest of the university.

(See Appendix XC for background information, page 2034)

10. Resolution No: 2021-133, Approval for Purchase of Real Property:

0.373 ACRES ON HUGHES STREET,  
COLUMBUS, FRANKLIN COUNTY, OHIO

Synopsis: Authorization to purchase property from the City of Columbus, described as Hughes Street between Hawthorne Avenue and Phale D. Hale Drive, Columbus, Ohio, and being 0.373 acres of land, is proposed.



**THE OHIO STATE UNIVERSITY**

WHEREAS at the request of the university, the City of Columbus has offered to vacate and sell the above-described street for \$1.25 per square foot, subject to approval of the sale by the Columbus City Council; and

WHEREAS the purchase of this property supports the university's plan for redevelopment of land west of the current Hospital East; and

WHEREAS the appropriate university offices have determined that the purchase of this property would be in the best interest of the university:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the purchase of the aforementioned property as described; and

BE IT FURTHER RESOLVED, That the President and/or Senior Vice President for Business and Finance shall be authorized to take any action required to effect the acquisition of the land upon the terms and conditions deemed to be in the best interest of the university.

(See Appendix XCI for background information, page 2036)

11. Resolution No: 2021-134. Approval for Lease of Real Property:

BUILDING AND PROPERTY LOCATED AT 420 EAST 19TH AVENUE,  
FORMERLY KNOWN AS INDIANOLA MIDDLE SCHOOL,  
COLUMBUS, FRANKLIN COUNTY, OHIO

Synopsis: Authorization to lease property to Metro Early College High School and Independent STEM School, an Ohio non-profit corporation, to include the entire building together with the real estate upon which it is located at 420 East 19th Avenue, Columbus, Ohio, and formerly known as Indianola Middle School, is proposed.

WHEREAS the university purchased the property in 2018 from Columbus Public Schools for \$2.35M; and

WHEREAS in lieu of rent, Metro Early College High School shall enter into the necessary partnerships and acquire and invest the necessary funding to renovate the building listed on the National Register of Historic Places to reactivate the building to its original use as an educational facility; and

WHEREAS the agreement to lease the property in "as is" "where is" condition is contingent upon Metro Early College High School entering into a funding agreement with Battelle Memorial Institute and receiving an award for additional funding from the Ohio Facilities Construction Commission; and

WHEREAS the appropriate university offices have determined that the lease of this property would be in the best interest of the university:

NOW THEREFORE



BE IT RESOLVED, That the Board of Trustees hereby approves the lease of the aforementioned real property; and

BE IT FURTHER RESOLVED, That the President and/or Senior Vice President for Business and Finance shall be authorized to take any action required to effect the lease of property upon the terms and conditions deemed to be in the best interest of the university.

(See Appendix XCII for background information, page 2038)

12. Resolution No: 2021-135, Approval for Perpetual Sewer Easement:

2.301 ACRES ALONG OLENTANGY RIVER ROAD,  
COLUMBUS, FRANKLIN COUNTY, OHIO

Synopsis: Authorization to grant a perpetual sewer easement located along Olentangy River Road, Columbus, Franklin County, Ohio, to the City of Columbus is proposed.

WHEREAS The Ohio State University seeks to grant a perpetual sewer easement to the City of Columbus; and

WHEREAS the easement is needed to support the City's Lower Olentangy Tunnel project, which will construct a 12-foot diameter tunnel that will improve surface water quality and reduce combined sewer overflows to the Olentangy River:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees approves the granting of this perpetual sewer easement as outlined; and

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

(See Appendix XCIII for background information, page 240)

13. Resolution No: 2021-136, Approval to Enter Into a Joint Use Agreement:

BETWEEN THE OHIO STATE UNIVERSITY  
AND THE CHARITABLE PHARMACY OF CENTRAL OHIO

Synopsis: Authorization to enter into a Joint Use Agreement (JUA) with the Charitable Pharmacy of Central Ohio, an Ohio nonprofit agency, to document the value and permit the release of funds appropriated in the State Capital Bill for improvements and renewal of several facilities, is proposed.

WHEREAS The Ohio State University was allocated \$50,000 in the 2020-2021 State Capital Bill that is specifically designated for use by the Charitable Pharmacy of Central Ohio; and

WHEREAS the Charitable Pharmacy will utilize the funds for the construction and renewal of a new facility in Columbus, Ohio; and



WHEREAS The Ohio State University has an opportunity to expand its partnerships and activities in Columbus and would benefit from having a space locally to support a variety of engagements; and

WHEREAS the Charitable Pharmacy commits to offering internships to Ohio State students as well as to making the space in the Charitable Pharmacy's facilities available for the university's use; and

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

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

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

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

NOW THEREFORE

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

(See Appendix XCIV for background information, page 2042)

14. Resolution No: 2021-137, Approval to Enter Into a Joint Use Agreement:

BETWEEN THE OHIO STATE UNIVERSITY  
AND KNOX COUNTY REGIONAL AIRPORT AUTHORITY

Synopsis: Authorization to enter into a Joint Use Agreement (JUA) with the Knox County Regional Airport Authority (KCRAA), a government entity organized and existing under the laws of the State of Ohio, to document the value and permit the release of funds appropriated in the State Capital Bill for construction of the Knox County Regional Airport Aviation Center, which will serve as a state-of-the-art training facility for youth or adult, hobbyist or commercial drone pilots, located at 6481 Kinney Road, Mt. Vernon, Ohio 43050, is proposed.

WHEREAS The Ohio State University was allocated \$900,000 in the 2021-2022 State Capital Bill that is specifically designated for use by KCRAA; and

WHEREAS the KCRAA will utilize the funds to partially fund design and construction of capital improvements to the Knox County Regional Airport, providing a building and facilities located on KCRAA



grounds that can be used by the university for a wide variety of aviation-oriented educational, research and outreach programs, along with other vocational and cultural enrichment activities; and

WHEREAS The Ohio State University has an opportunity to create and expand the partnerships and activities in Mount Vernon and would benefit from having a space locally to support a variety of engagements; and

WHEREAS KCRAA commits to making the facilities available for the university's use; and

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

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

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

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

NOW THEREFORE

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

(See Appendix XCV for background information, page 2043)

15. Resolution No: 2021-138, Approval to Enter Into a Joint Use Agreement:

BETWEEN THE OHIO STATE UNIVERSITY  
AND OHIO HILLS HEALTH SERVICES

Synopsis: Authorization to enter into a Joint Use Agreement (JUA) with Ohio Hills Health Services (OHHS), a not-for-profit community health care center, to document the value and permit the release of funds appropriated in the State Capital Bill for improvements and renewal of several facilities, is proposed.

WHEREAS The Ohio State University was allocated \$100,000 in the 2020-21 State Capital Bill that is specifically designated for use by OHHS; and

WHEREAS OHHS will utilize the funds for construction and capital equipment to outfit the new Monroe Family Health Center in Woodsfield, Ohio; and



WHEREAS The Ohio State University has an opportunity to expand its partnerships and activities in Monroe County and would benefit from having a space locally to support a variety of engagements; and

WHEREAS OHHS has committed to constructing telehealth capabilities in two of the patient exam rooms, which will provide patients access to medical specialists in partnership with The Ohio State University Wexner Medical Center and the Ohio State Health Network; and

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

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

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

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

NOW THEREFORE

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

(See Appendix XCVI for background information, page 2044)

16. Resolution No: 2021-139, Approval to Enter Into a Joint Use Agreement:

BETWEEN THE OHIO STATE UNIVERSITY  
AND PAST FOUNDATION

Synopsis: Authorization to enter into a Joint Use Agreement (JUA) with PAST Foundation, an Ohio nonprofit agency, to document the value and permit the release of funds appropriated in the State Capital Bill for construction of a new innovation lab in the PAST facility located at 1003 Kinnear Road, Columbus, Ohio, is proposed.

WHEREAS The Ohio State University was allocated \$300,000 in the 2021-2022 State Capital Bill that is specifically designated for use by PAST Foundation; and

WHEREAS PAST Foundation will utilize the funds to buildout a new digital learning lab in the PAST Innovation Center, located in Columbus, Ohio; and



WHEREAS The Ohio State University has an opportunity to expand its partnerships and activities with PAST Foundation and would benefit from having a space to support a variety of student programs; and

WHEREAS PAST Foundation commits to making the PAST Innovation Lab facility available for the university's use; and

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

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

WHEREAS the university's use of PAST Innovation Lab space will promote the university's mission to advance the well-being of the people of Ohio and the global community through the creation and dissemination of knowledge; and

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

NOW THEREFORE

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

(See Appendix XCVII for background information, page 2045)

**Action:** Upon the motion of Mr. Schottenstein, seconded by Mr. Klingbeil, the committee adopted the foregoing resolutions for the Approval of the FY22 Interim Capital Investment Plan 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 resolutions 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 8:38 a.m. and the meeting adjourned at 9:37 a.m.

PHYSICAL ENVIRONMENT	FY21 Year-To-Date				Actual Prior Year Same Period (FY20 YTD)	Actual vs Target	FY21 Annual Target (Budget)	Comments
	Actual	Target (Budget)	Target %Var	Actual				
<b>A. FINANCIAL</b>								
1. A&P Tot. Operating Expenses (General & Earnings Funds)	\$114,719,394	\$108,381,786	-6.4%			\$144,170,606	This metric includes WOSU	
<b>B. OPERATIONAL</b>								
1. %Total Projects Completed on Time	79.2%	90.0%	-24.1%	90.0%		90.0%		
2. %Total Projects Completed on Budget	98.9%	90.0%	7.1%	90.0%		90.0%		
3. Capital Investment Program Spend *	\$279.2	\$402.0	2.6%	90.0%		\$928.7	Metric is measured Quarterly, showing 2nd Quarter FY21 Values; in Millions	
4. Facility Condition Index % - Conditioned Academic/Research Bldgs	74.5%	80.0%	-5.9%	80.0%		80.0%	Avg. composite FOI to-date.	
5. CABS Riders	3,789,145	450,469	127.2%	80.0%		560,469	Relationship numbers are lower than prior year due to COVID-19 restrictions.	
6. All Parking Garage Peak Time Occupancy % **	74.9%	80.0%	-48.2%	80.0%		80.0%	YTD (Jul - Mar) Occup%; Transient= 38.4%; Permit= 48.6%; Mixed= 36.2%	
7. WMC Parking Garage Peak Time Occupancy % **	89.3%	80.0%	-19.0%	80.0%		80.0%	YTD (Jul - Mar) Occup%; Transient= 55.9%; Permit= 43.2%	
8. Sum of Daily Temporary Parking Space Closures	13,624	13,750	159.8%	20,000		20,000	Key contributors to temporary space removals were work projects at the Martha Morehouse Visitor Parking Project and the BioSci Greenhouse Drainage Investigation, among others.	
9. WOSU Broadcast Audience (Viewers, Listeners)	637,413	637,413	2.3%	640,358		640,358	March data via from RRC & Nielsen - February provided. 11.9% increase in 857 News listeners from same period last FY, and 2.3% increase in the Columbus market.	
10. WOSU Digital Audience (Unique Visitors, Video Views, Digital Audio)	8,849,087	8,849,087	1.6%	12,957,534		12,957,534	Budget based on last FY actuals, and last March had large number of unique visitors to WOSU.org due to COVID reporting. 1.0 increase from same period last FY has Video Views up over 25%.	
<b>C. SAFETY</b>								
1. EHS Recordable Accident Rate (CYTD)	1.00	2.00	-51.0%	2.00		2.00	2021 Calendar YTD	
2. Major On-Campus Crimes	70	96	-26.1%	120		120	Record Mgmt Sys. Data unaudited at time of retrieval	
3. Avg Response time to In-Progress Calls for Svc	3:57	5:00	-15.5%	5:00		5:00	Record Mgmt Sys. Data unaudited at time of retrieval	
4. Traffic Accidents Injury	19	26	-57.7%	31		31	Record Mgmt Sys. Data unaudited at time of retrieval	
5. Traffic Accidents Non-injury	119	45	177	215		215	Record Mgmt Sys. Data unaudited at time of retrieval	
6. Off-Campus Crime Statistics	1,120	1,595	-46.8%	2,037		2,037	Record Mgmt Sys. Data unaudited at time of retrieval	

\* For BSJ, 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 B&S7, Parking Garage Peak Time Occupancy %, the target is 80% + or -5% pts., with an additional 5% pt. Yellow range in both directions. Peak time measured on weekdays between 12:30 and 1:30 p.m.

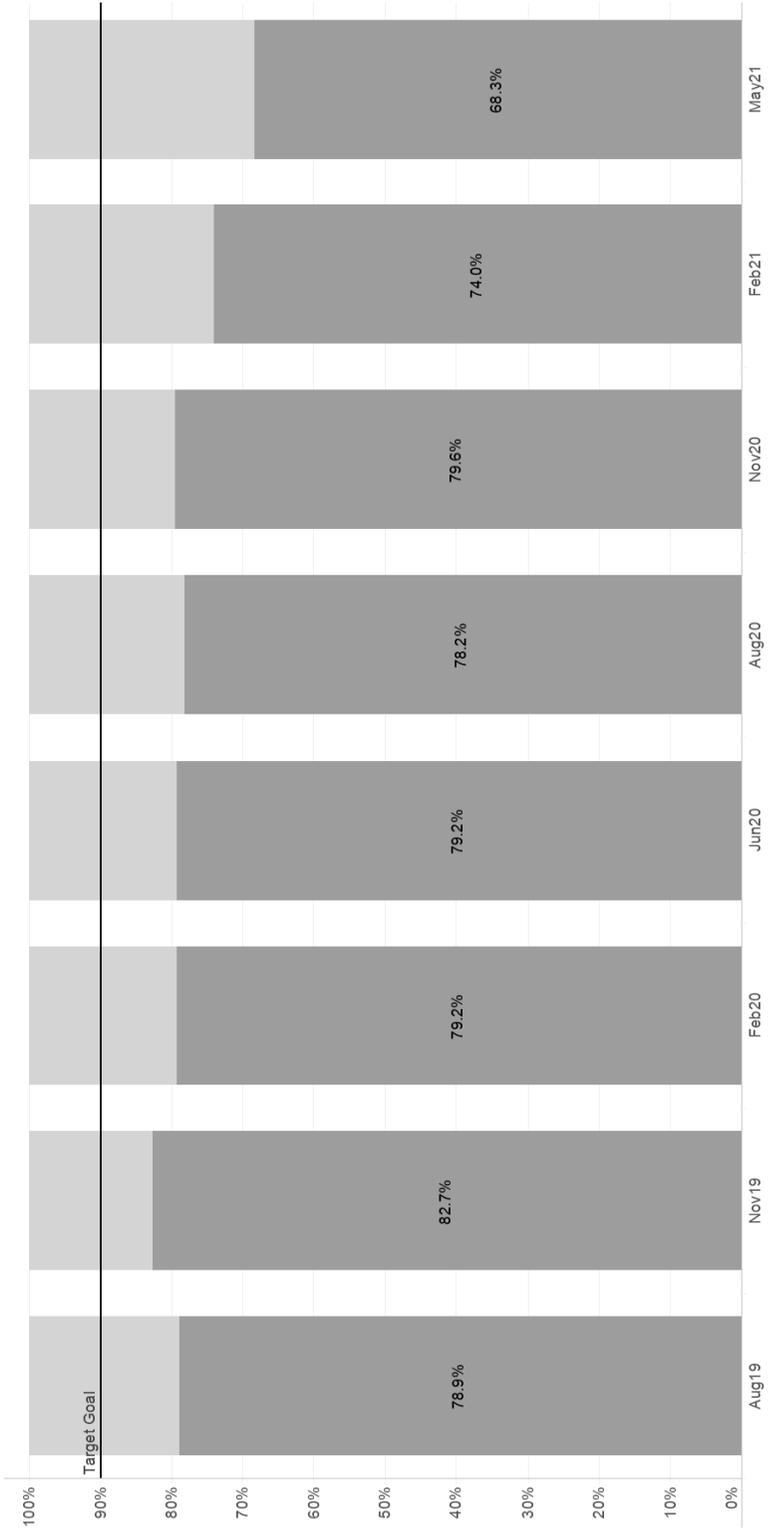
- █ Meets or surpasses Target
- █ 4-Mo Target %Mar improved from Prior 4-Mo
- █ Within +/- 2.5% of Prior 4-Mo Target %Mar
- █ Does not meet Target by >10%
- █ 4-Mo Target %Mar decline from Prior 4-Mo
- █ Data Pending



# **Projects Completed On-Time Scorecard Metric**

## **Master Planning and Facilities Committee May 2021**

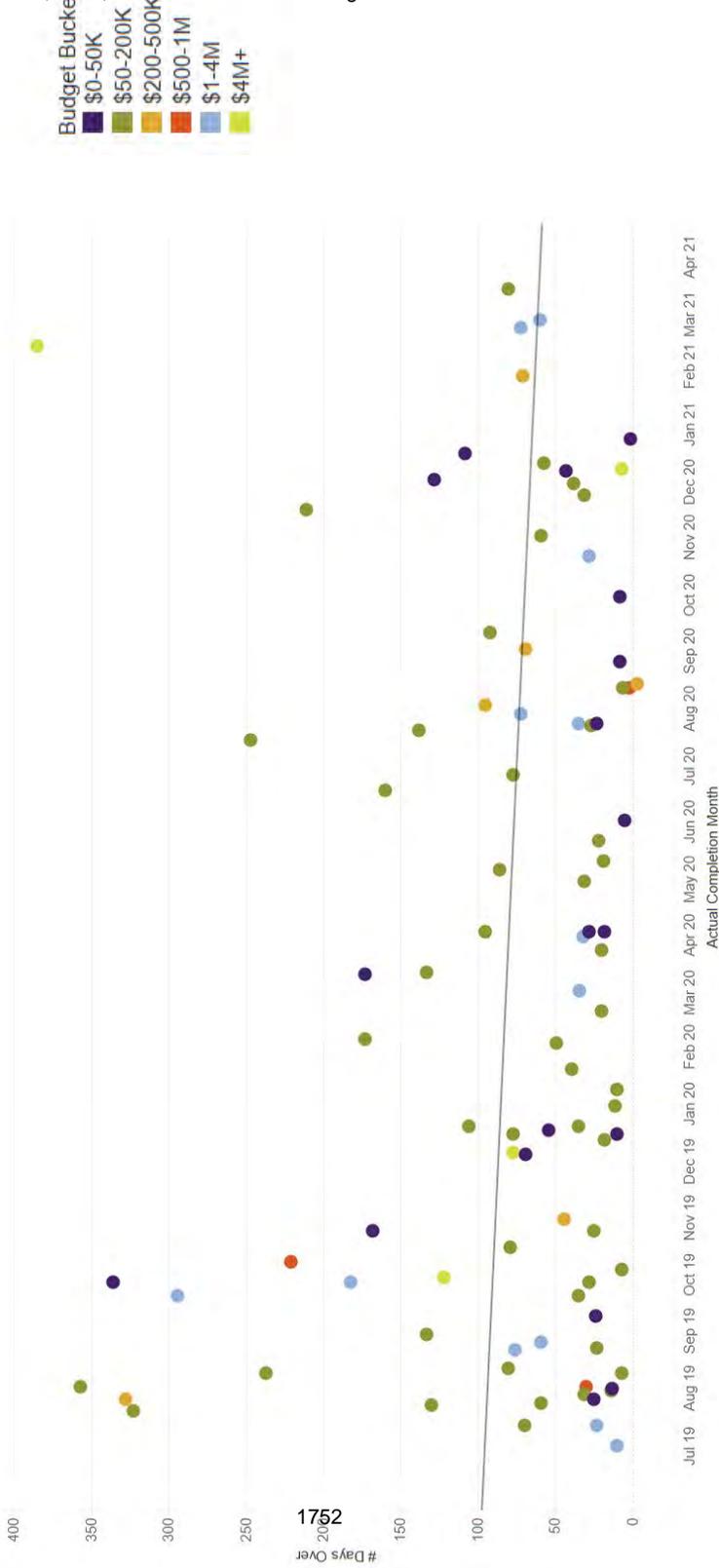
Projects Completed – July 2019 thru March 2021





LATE PROJECTS: # OF DAYS OVER BY PROJECT COMPLETION DATE

May 18-20, 2021, Board of Trustees Meetings

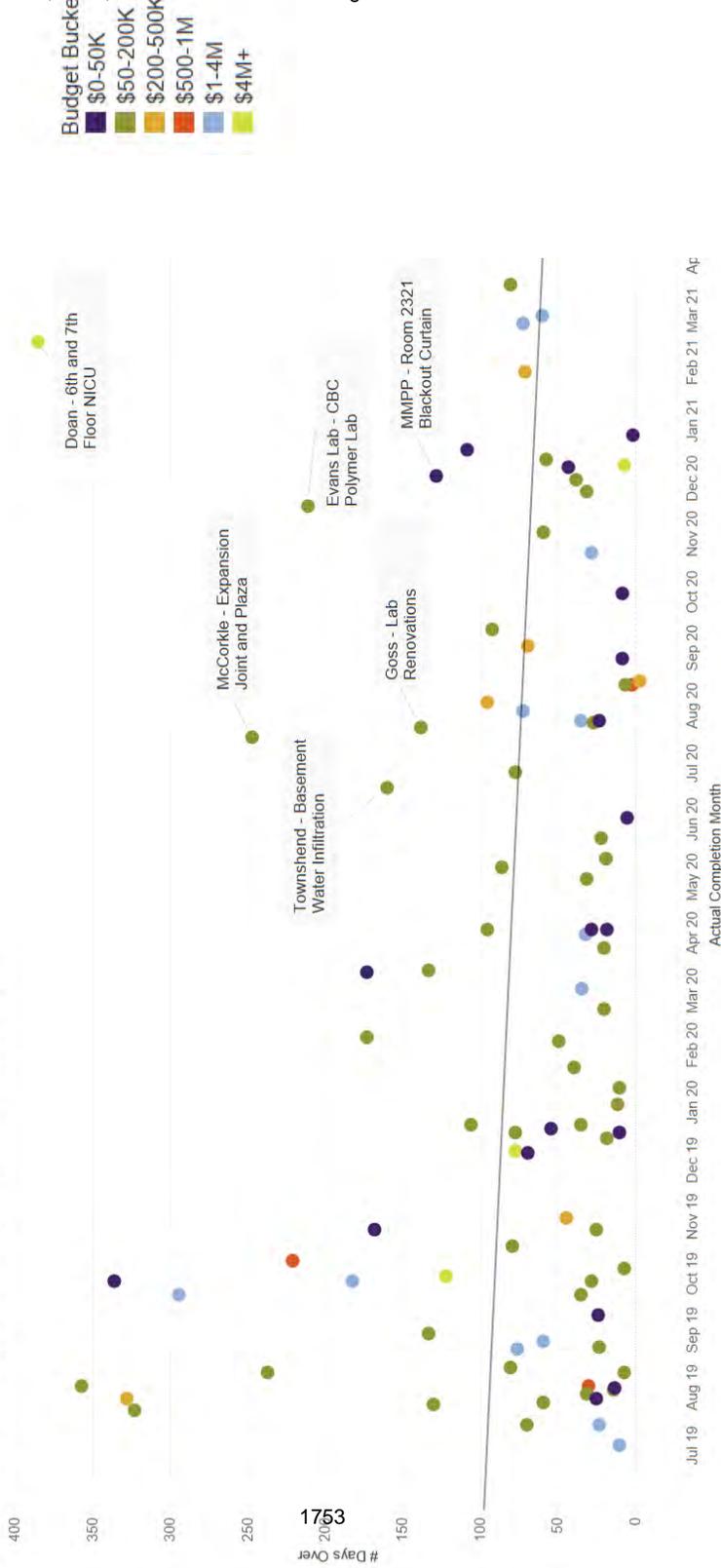


Actual Completion Month vs. # Days Over. Color shows details about Budget Buckets. The data is filtered on Completion Status and Cause Buckets. The Completion Status filter keeps Late Projects Only. The Cause Buckets filter keeps multiple members. Data includes July 2019 thru March 2021



LATE PROJECTS: # OF DAYS OVER BY PROJECT COMPLETION DATE

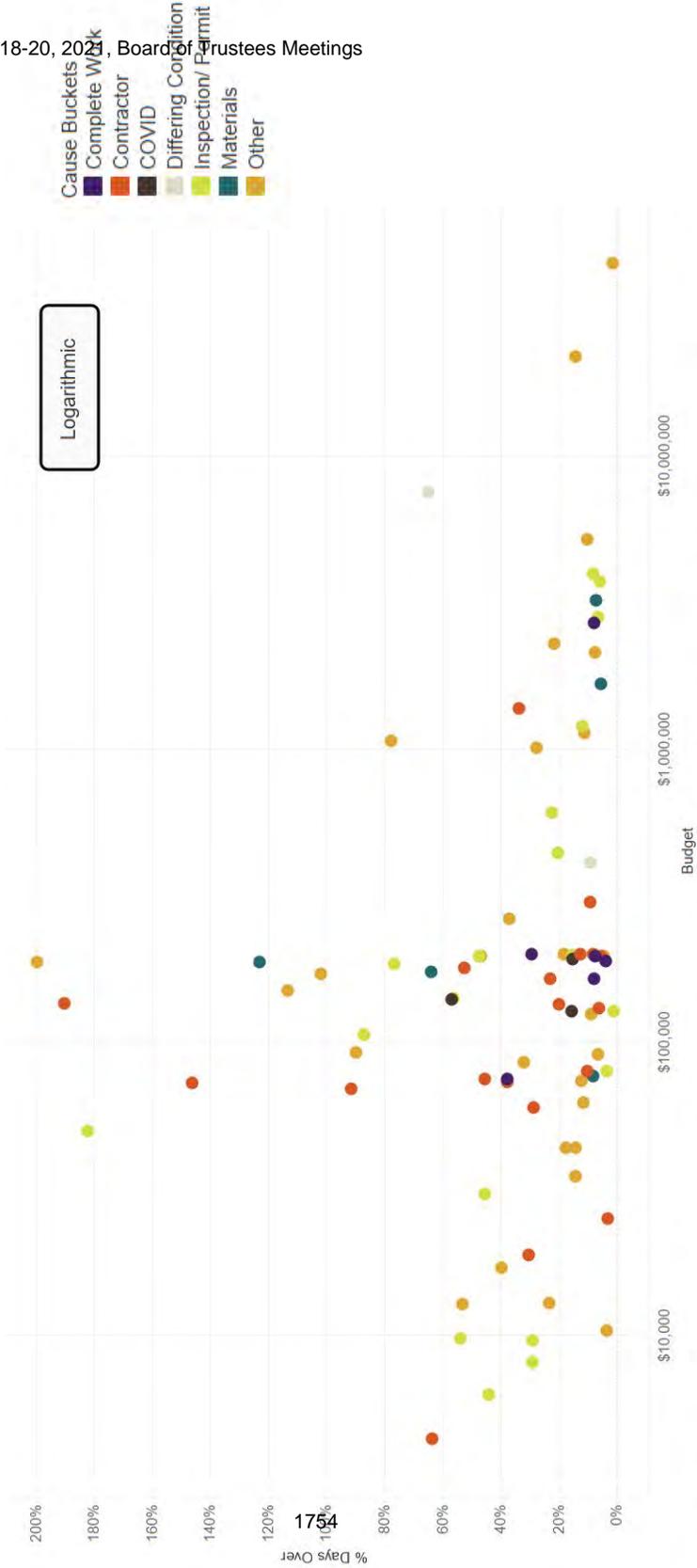
May 18-20, 2021, Board of Trustees Meetings



Actual Completion Month vs. # Days Over. Color shows details about Budget Buckets. The data is filtered on Completion Status and Cause Buckets. The Completion Status filter keeps Late Projects Only Cause Buckets filter keeps multiple members. Data includes July 2019 thru March 2021



May 18-20, 2021, Board of Trustees Meetings

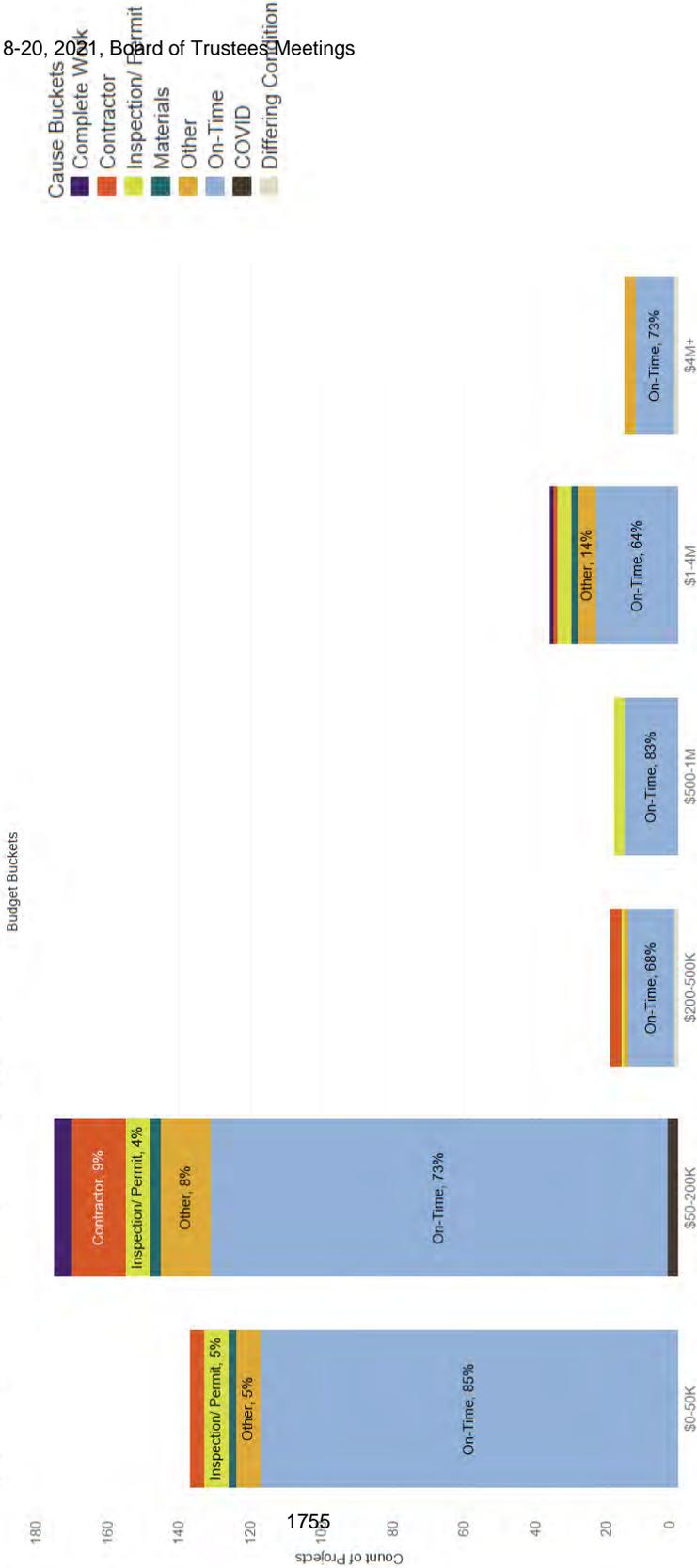


Budget vs. % Days Over. Color shows details about Cause Buckets. Details are shown for Cause Buckets. The data is filtered on Completion Status, which keeps Late Projects Only. The view is filtered on % Days Over, which ranges from 1% to 200%. Data includes July 2019 thru March 2021



ALL PROJECTS: COUNT OF PROJECTS BY BUDGET BUCKET SLICED BY CAUSE BUCKET

May 18-20, 2021, Board of Trustees Meetings

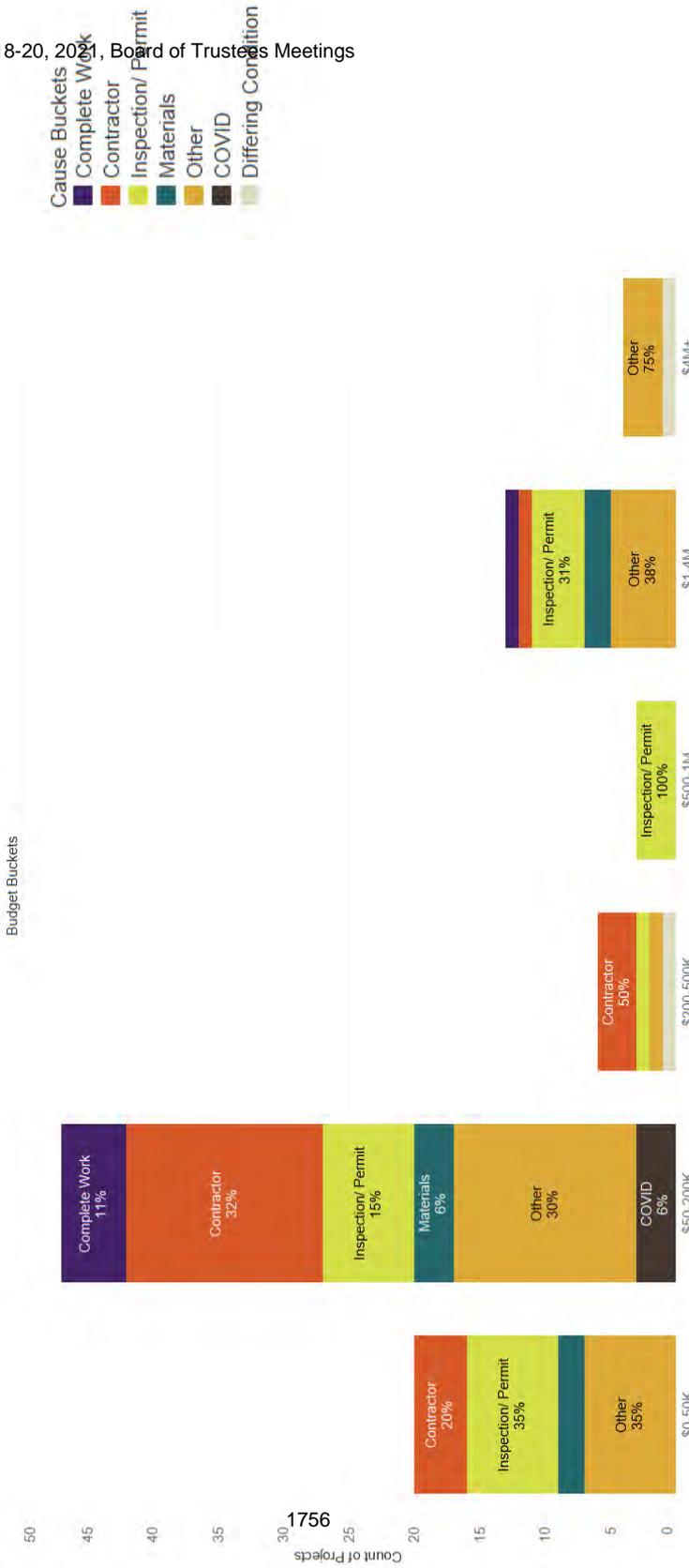


Count of Projects for each Budget Buckets. Color shows details about Cause Buckets. The marks are labeled by Cause Buckets and % of Total Count of Projects. The data is filtered on Completion Status, which keeps multiple members. Data includes July 2019 thru March 2021



LATE PROJECTS: COUNT OF PROJECTS BY BUDGET BUCKET SLICED BY CAUSE BUCKET

May 18-20, 2021, Board of Trustees Meetings



Count of Projects for each Budget Buckets. Color shows details about Cause Buckets. The marks are labeled by Cause Buckets and % of Total Count of Projects. The data is filtered on Completion Status, which keeps Late Projects Only. Data includes July 2019 thru March 2021



LATE PROJECTS: COUNT OF PROJECTS BY CAUSE BUCKET SLICED BY BUDGET BUCKET

May 18-20, 2021, Board of Trustees Meetings



Count of Projects for each Cause Buckets. Color shows details about Budget Buckets. The marks are labeled by Budget Buckets and % of Total Count of Projects. The data is filtered on Completion Status, which keeps Late Projects Only. Data includes July 2019 thru March 2021

ATTACHMENT LXXV



**THE OHIO STATE UNIVERSITY**

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# **MAJOR PROJECT UPDATES**

**Projects Over \$20M**

**May 2021**



PROJECT NAME	CONSTRUCTION COMPLETION DATE	APPROVALS		BUDGET	ON TIME	ON BUDGET
		DES	CON			
Newark - John & Mary Alford Ctr for Sci and Technology	COMPLETE	✓	✓	\$32.0 M		
WMC Inpatient Hosp Garage, Infr & Roadwork	COMPLETE	✓	✓	\$101.0 M		
WMC Outpatient Care New Albany	6/21	✓	✓	\$137.9 M		
Newton Renovation and New Nursing Building	5/22	✓	✓	\$25.6 M		
Dodd - Parking Garage	6/22	✓	✓	\$33.3 M		
WMC Outpatient Care Dublin	7/22	✓	✓	\$161.2 M		
Celeste Lab Renovation	8/22	✓	✓	\$31.1 M		
Controlled Environment Food Prod Research Complex	8/22	✓	✓	\$35.8 M		
Arts District	11/22	✓	✓	\$165.1 M		
Combined Heat & Power Plant/District Heating & Cooling Loop	12/22	✓	✓	\$277.7M		
WMC Outpatient Care West Campus	1/23	✓	✓	\$348.8 M		
Interdisciplinary Research Facility	3/23	✓	✓	\$237.5 M		
Energy Advancement and Innovation Center	5/23	✓	✓	\$36.7 M		
Interdisciplinary Health Sciences Center	11/23	✓	✓	\$155.9 M		
Cannon Drive Relocation - Phase 2	12/24	✓	✓	\$56.9 M		
Martha Morehouse Facility Improvements	1/25	✓	✓	\$41.8M		
Wexner Medical Center Inpatient Hospital	6/25	✓	✓	\$1,797.1 M		
<b>TOTAL - 17 PROJECTS</b>				<b>\$3,675.4 M</b>		

On Track
  Watching Closely
  Not on Track



1760



## NEWARK – JOHN & MARY ALFORD CENTER FOR SCIENCE AND TECHNOLOGY

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:** Construction complete; moving in and finalizing commissioning.

CURRENT BUDGET	
Construction w/ Cont	\$29.7 M
Total Project	\$32.0 M
Final Total Project	\$31.0M

CONSULTANTS	
Architect of Record	Design Group
CM at Risk	Smoot

PROJECT SCHEDULE	
BoT Approval	8/18
Construction	7/19-3/21
Facility Opening	5/21

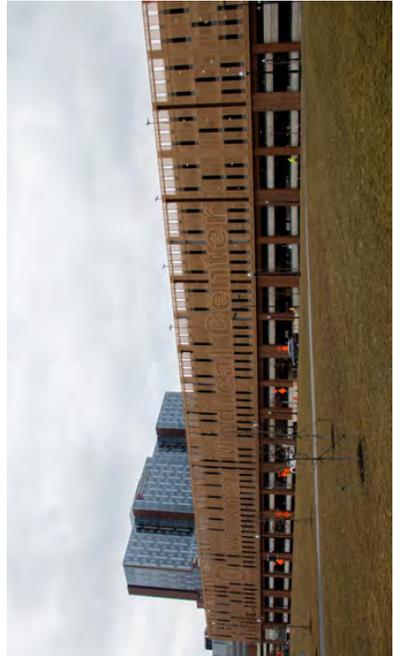
 On Budget  
 On Time



May 18-20, 2021, Board of Trustees Meetings



1761



### WEXNER MEDICAL CENTER INPATIENT HOSPITAL GARAGE, INFRASTRUCTURE AND ROAD WORK

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

**PROJECT FUNDING:** Auxiliary funds

**PROJECT UPDATE:** Project is complete. Punch list items are being finalized as well as weather dependent landscaping activities, which will be complete in by May.

CURRENT BUDGET	
Construction w/ Cont	\$76.3 M
Total Project	\$101.0 M
Final Total Project	\$94.0M

CONSULTANTS	
Architect of Record	HDR
CM at Risk	Walsh-Turner

PROJECT SCHEDULE	
BoT Approval	2/18
Construction	5/19-3/21
Facility Opening	3/21

On Budget  
 On Time



1762



## WEXNER MEDICAL CENTER OUTPATIENT CARE NEW ALBANY

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

**PROJECT FUNDING:** Auxiliary funds

**PROJECT UPDATE:** Final sitework activities are commencing. Remaining envelope detailing is being completed and floor fit out is ongoing with the Medical Office Building (MOB). Finishes, paint and flooring are being finalized in the upper floors of the MOB and both levels of the ambulatory surgery center.

CURRENT BUDGET	
Construction w/ Cont	\$89.2 M
Total Project	\$137.9 M

CONSULTANTS	
Architect of Record	DLR Group
CM at Risk	Daimler Group

PROJECT SCHEDULE	
BoT Approval	4/18
Construction	7/19-6/21
Facility Opening	8/21





### NEWTON RENOVATION AND NEW NURSING BUILDING

Construct an additional 35,000 sf to the south of Newton Hall that will include flexible classrooms, informal learning spaces and offices.

**PROJECT FUNDING:** University funds; fundraising; state funds

**PROJECT UPDATE:** Construction started in December. Underground utility relocations are underway.

CURRENT BUDGET	
Construction w/ Cont	\$22.9 M
Total Project	\$25.6 M

CONSULTANTS	
Architect of Record	Meacham & Apel
CM at Risk	Ruscilli

PROJECT SCHEDULE	
BoT Approval	2/18
Construction	12/20-5/22
Facility Opening	8/22

 **On Budget**  
 **On Time**





**DODD – PARKING GARAGE**

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

**PROJECT FUNDING:** Auxiliary funds

**PROJECT UPDATE:** Site clearing, foundation work and OCIO duct bank work is occurring.

CURRENT BUDGET	
Construction w/ Cont	\$28.6 M
Total Project	\$33.3 M

CONSULTANTS	
Criteria Consultant	Schooley/Caldwell
Design Builder	Dugan & Meyer

PROJECT SCHEDULE	
BoT Approval	8/19
Construction	1/21-6/22
Facility Opening	6/22

 **On Budget**  
 **On Time**



1765



### WEXNER MEDICAL CENTER OUTPATIENT CARE DUBLIN

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

**PROJECT FUNDING:** Auxiliary funds

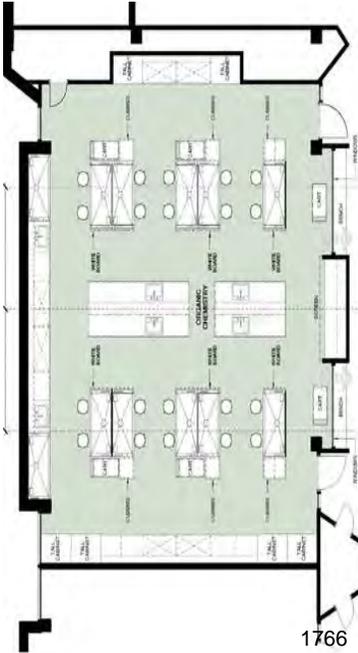
**PROJECT UPDATE:** Exterior framing and sheeting ongoing on the Medical Office Building (MOB). Interior framing and MEP rough in activities have begun within the MOB

CURRENT BUDGET	
Construction w/ Cont	\$105.0 M
Total Project	\$161.2 M

CONSULTANTS	
Architect of Record	DLR/WRL
CM at Risk	Corna/Kokosing

PROJECT SCHEDULE	
BoT Approval	5/19
Construction	7/20-7/22
Facility Opening	9/22





### CELESTE LAB RENOVATION

Upgrade the building mechanical, electrical and plumbing systems; renovate approximately 18,500 sf of chemistry labs and support spaces; improve the exterior envelope.

**PROJECT FUNDING:** University funds; state funds; fundraising

**PROJECT UPDATE:** Renovation on the northwest 4<sup>th</sup> floor laboratories continues along with penthouse mechanical work. Window replacement has begun.

CURRENT BUDGET	
Construction w/ Cont	\$27.0 M
Total Project	\$31.1 M

CONSULTANTS	
Architect of Record	BHDP
CM at Risk	Elford

PROJECT SCHEDULE	
BoT Approval	8/18
Construction	7/20-8/22
Facility Opening	8/22

On Budget  
 On Time





1767

## CONTROLLED ENVIRONMENT FOOD PRODUCTION RESEARCH COMPLEX

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

**PROJECT FUNDING:** University funds; university debt; fundraising

**PROJECT UPDATE:** Project site is graded and building pad is complete. Footing and foundations work is in progress.

CURRENT BUDGET	
Construction w/ Cont	\$31.8 M
Total Project	\$35.8 M

CONSULTANTS	
Architect of Record	Erdy McHenry
CM at Risk	Cornal/Kokosing

PROJECT SCHEDULE	
BoT Approval	6/17
Construction	9/20-8/22
Facility Opening	9/22





1768



May 18-20, 2021 Board of Trustees Meetings

### 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, framing, drywall and first coat of paint; exterior windows and exterior elevation masonry are ongoing for SoM. Basement foundation and walls, and installation of structural steel work is underway for the DoT building.

CURRENT BUDGET	
Construction w/ Cont	\$146.6 M
Total Project	\$165.1 M

CONSULTANTS	
Architect of Record	DLR Group
CM at Risk	Holder Construction

PROJECT SCHEDULE	
BoT Approval	8/15
Construction	6/19-12/22
Facility Opening – Music	3/22
Facility Opening – Theater	2/23

- On Budget - SOM
- On Time - SOM
- On Budget - DOT
- On Time - DOT



May 18-19, 2021, Board of Trustees Meetings

### COMBINED HEAT AND POWER PLANT/DISTRICT HEATING AND COOLING LOOP – CHP/DHC

105 MW combined heat and power (CHP) plant, with a heating capacity of 285 klb/hr of superheated steam. The CHP plant will also contain an 8,000-ton cooling facility with future build-out potential to 13,000-ton. Installation of heating hot water (HHW) and chilled water (CW) on the midwest and west campuses to support existing and new campus buildings. Rehabilitation of John Herrick Drive bridge to support new utilities which connect the CHP to main campus.

**PROJECT FUNDING:** Utility Fee

**PROJECT UPDATE:** Site prep and foundation work is expected to complete in mid-May. The delivery of major equipment such as heat recovery steam generators, gas turbine generators, and the steam turbine generator are expected in the summer.

CURRENT BUDGET	
Construction w/ Cont	\$258.2 M
Total Project	\$277.7 M

PROJECT SCHEDULE	
BoT Approval	8/19
Construction	11/20-1/22
Facility Opening	1/23

CONSULTANTS	
Operator's Engineer	HDR
Design-Builder (CHP)	Frank Lill & Son
CMR (DHC/Bridge)	Whiting/Turner-Corna Kokosing
A/E (DHC)	RMF Engineering
A/E (Bridge)	EMH&T

On Budget

On Time



May 18-20, 2021, Board of Trustees Meetings



### WEXNER MEDICAL CENTER OUTPATIENT CARE WEST CAMPUS

Construct an approximately 385,000-square foot outpatient 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:** Core towers 1-3 are complete and steel began in mid-April. Protons vault concrete and Linac slabs are complete and the final level of the parking garage was poured at the end of April.

CURRENT BUDGET	
Construction w/ Cont	\$229.0 M
Total Project	\$348.8 M

CONSULTANTS	
Architect of Record	Perkins & Will
CM at Risk	BoldtLinbeck

PROJECT SCHEDULE	
BoT Approval	11/18
Construction	7/20-1/23
Facility Opening – Ambulatory	5/23
Facility Opening – Outpatient	10/23

 On Budget  
 On Time





May 18-20, 2021, Board of Trustees Meetings



### INTERDISCIPLINARY RESEARCH FACILITY

Construct a five-story laboratory building in the 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:** Third floor concrete has been completed and the fourth floor concrete is scheduled to be completed in mid-May.

CURRENT BUDGET	
Construction w/ Cont	\$213.4 M
Total Project	\$237.5 M

CONSULTANTS	
Architect of Record	Pelli Clarke Pelli
CM at Risk	Whiting Turner/Corra Kok

PROJECT SCHEDULE	
BoT Approval	11/17
Construction	9/20-3/23
Facility Opening	6/23

 On Budget  
 On Time





## ENERGY ADVANCEMENT AND INNOVATION CENTER

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 construction documents.

CURRENT BUDGET	
Construction w/ Cont	\$31.5 M
Total Project	\$36.7 M

CONSULTANTS	
Architect of Record	Moody Nolan
CM at Risk	Whiting Turner/CK

PROJECT SCHEDULE	
BoT Approval	2/19
Construction	9/21-5/23
Facility Opening	5/23

 **On Budget**  
 **On Time**



May 18-20, 2021, Board of Trustees Meetings



1773

### 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 sciences, 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 and concrete slabs are complete. Building enclosure completed in April. Preparation ongoing for the demolition of Starling-Loving wing is ongoing.

CURRENT BUDGET	
Construction w/ Cont	\$135.4 M
Total Project	\$155.9M

CONSULTANTS	
Architect of Record	Acock Assoc
CM at Risk	Gilbane

PROJECT SCHEDULE	
BoT Approval	1/17
Construction	11/19-11/23
Facility Opening	1/24

 On Budget  
 On Time





**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 and the continued expansion of the river park.

**PROJECT FUNDING:** University debt; auxiliary funds; partner funds

**PROJECT UPDATE:** Project design is underway.

CURRENT BUDGET	
Construction w/ Cont	\$45.1 M
Total Project	\$56.9 M

CONSULTANTS	
Architect/Engineer	EMH&T
CM at Risk	Igel/Rhulin (JV)

PROJECT SCHEDULE	
BoT Approval	8/17
Construction	1/23 – 12/24
Facility Opening	12/24

 **On Budget**  
 **On Time**



May 18-20, 2024 Board of Trustees Meetings



### MARTHA MOREHOUSE FACILITY IMPROVEMENTS

Renovate 14 department areas in 6 phases. Phase 1 will renovate the auditorium, update the existing elevators and one additional elevator. Phases 2-6 will construct an 8,500-sq-ft addition to the north and west, expanding registration, laboratory spaces, and waiting area; renovate 105,000-sf of existing space including Pulmonary Rehabilitation, urgent care, OSUWMC Peroperative Assessment Center; Comprehensive Weight Management food service, and patient drop-off/pick-up canopy.

**PROJECT FUNDING:** Auxiliary funds

**PROJECT UPDATE:** Construction of phases 2-6 will begin in May.

CURRENT BUDGET	
Construction w/ Cont	\$38.7 M
Total Project	\$41.8 M

CONSULTANTS	
Architect of Record	BDTAID
CM at Risk	Elford

PROJECT SCHEDULE	
BoT Approval	8/19
Construction	9/20-1/25
Facility Opening - Phased	1/25

On Budget  
 On Time



1776



May 18-20, 2021, Board of Trustees Meeting

### 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:** The Cannon garage demolition is complete. Excavation is complete to drilling grade and deep site utilities are underway. Foundations are ongoing and structural concrete is progressing.

CURRENT BUDGET	
Construction w/ Cont	\$1,643.7 M
Total Project	\$1,797.1M

CONSULTANTS	
Architect of Record	HDR
CM at Risk	Walsh-Turner (JV)

PROJECT SCHEDULE	
BoT Approval	2/18
Construction	10/20-6/25
Facility Opening	Q1 2026

 On Budget  
 On Time



Board of Trustees

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## APPENDIX LXIX

### **SUMMARY OF ACTIONS TAKEN**

*May 20, 2021 – Audit, Finance and Investment Committee Meeting*

#### **Members Present:**

John W. Zeiger  
Cheryl L. Krueger  
Erin P. Hoeflinger  
Lewis Von Thaar

Jeff M.S. Kaplan  
Michael Kiggin  
Anand Shah  
James D. Klingbeil

Amy Chronis  
Kent M. Stahl  
Gary R. Heminger (ex officio)

#### **Members Absent:**

N/A

### **PUBLIC SESSION**

The Audit, Finance and Investment Committee of The Ohio State University Board of Trustees convened on Thursday, May 20, 2021, in person in Pfahl Hall on the Columbus campus and virtually over Zoom. Committee Chair John Zeiger called the meeting to order at 9:59 a.m.

#### ***Items for Discussion***

1. **University Financial Scorecards:** SVP and CFO Michael Papadakis, Deputy CFO and VP of Operations Kris Devine, and Wexner Medical Center VP and CFO Mark Larmore shared financial scorecards for the consolidated entity, university-only and medical center through March 2021. The metrics on the consolidated entity scorecard demonstrate the enterprise's strong financial position with no items marked red, and two items marked yellow, the 1-Year LTIP Return and 3-Year LTIP Average Return. On the university-only scorecard, Tuition and Fees, Grants and Contracts, and Advancement Cash Receipts are coded as yellow. The Net Contribution from Auxiliary Enterprises metric was yellow at our February meeting, but it is now green. And on the medical center scorecard, Patient Admissions, Patients in Inpatient Beds, ED Visits, Adjusted Admissions and Expense/Adjusted Admit are all coded red (far below goal) – they were all coded yellow at our February meeting. Patient Discharges and Total Surgeries are coded yellow as well.

(See Attachment LXXVI for background information, page 1801)

2. **FY22 Interim Operating Budget:** Mr. Papadakis, Ms. Devine and Mr. Larmore shared an interim operating budget that will cover the July 1 – August 31, 2021, time period until the State of Ohio Biennial Budget for FY2022-2023 passes through the Ohio General Assembly. The university's FY2022 operating budget will be finalized and adopted at the August 2021 Board of Trustees meeting. Strategic investments for FY2022 will include academic excellence, research excellence and student financial aid.

(See Attachment LXXVII for background information, page 1804)

3. **FY22 Interim Capital Investment Plan and FY22 Interim Ohio State Energy Partners Utility System Capital Improvements Plan:** Mr. Papadakis and Jay Kasey, SVP for Administration & Planning, discussed the Interim Capital Plan for the fiscal year ending June 30, 2022, which will allow the university to begin or continue capital projects in support of strategic goals during the period from July 1, 2021 through August



31, 2021, with these capital expenditures being the result of the university's comprehensive annual capital planning process.

They also discussed the FY22 interim capital improvements plan for Ohio State Energy Partners (OSEP) and the authorization for OSEP to make capital improvements pursuant to the terms of their agreement with Ohio State while under this interim plan. The projects that OSEP specifically plans to move forward during this time include the Midwest Campus Heating and Cooling Building Conversion, the Equine Performance Evaluation Arena Utility Systems, the Relocated Greenhouse Natural Gas Service, and the Biomedical and Materials Engineering Complex Phase 2 Utility Systems.

(See Attachment LXXVIII for background information, page 1813)

4. 2021-2022 Academic Year Tuition and Mandatory Fees: Mr. Papadakis and Ms. Devine shared the final recommendations for tuition and mandatory fees for the 2021-2022 academic year. Since FY18, incoming in-state students have benefited from the Ohio State Tuition Guarantee. It provides predictability for each entering cohort by locking rates for four years. The university has frozen base tuition and fees for existing in-state students since 2012-13. Ohio State has been the No. 1 flagship for lowest in-state increases over the past decade, and six straight classes of resident students will graduate this spring with no tuition and fee increases. Also, more than \$200 million in additional need-based financial aid has supported 45,000 students since FY15, including the Buckeye Opportunity Program, the President's Affordability Grants and the Land-Grant Opportunity Scholarships. This proposal recommends that resident (base) tuition and the general fee for incoming first-year undergraduates be increased 3.8 percent. This amount will be frozen for four years under the Tuition Guarantee. Base tuition would not change for continuing students. Housing and dining fees for undergraduates will each increase 2.5 percent. For graduate and professional students, there will be no change to tuition and fees.

(See Attachment LXXIX for background information, page 1817)

5. Advancement Update: Michael Eicher, SVP for Advancement, shared a progress update on the Time and Change Campaign. New Fundraising Activity (54% of goal, 93% of target) and Capital (35% of goal, 78% of target) are both coded red (below target). Endowment (56% of goal, 98% of target) is coded as yellow (near target).

(See Attachment LXXX for background information, page 1829)

6. External Audit Update: Christa Dewire from PwC discussed their plan for the 2021 external audit of the university's financial statements of and for the Fiscal Year ended June 30, 2021. The audit objectives and deliverables are consistent with the prior year and much of the audit will likely be conducted in a virtual environment. PwC has noted a significant risk for the audit as "management override of controls."

(See Attachment LXXXI for background information, page 1836)

### ***Items for Action***

7. Approval of Minutes: No changes were requested to the February 25, 2021, meeting minutes; therefore, a formal vote was not required, and the minutes were considered approved.
8. Resolution No. 2021-140. Approval of Interim Operating Budget for Fiscal Year 2022:

Synopsis: Authorization to make expenditures in Fiscal Year 2022 is proposed.

WHEREAS the State of Ohio Biennial Budget for State Fiscal Years 2022 and 2023, including funding levels for state institutions of higher education, is still pending in the Ohio General Assembly; and

WHEREAS the university has not yet finalized its operating budget for Fiscal Year 2022; and



THE OHIO STATE UNIVERSITY

WHEREAS this will allow the university to continue to advance the academic and financial goals during the period from July 1, 2021 through August 31, 2021; and

WHEREAS it is necessary to continue operating expenditures, including payment of faculty and staff, operation of the Wexner Medical Center and other auxiliaries and student instructional and support services prior to the time that the Fiscal Year 2022 operating budget is finalized and adopted; and

WHEREAS the Audit, Finance and Investment Committee has reviewed and recommends for approval the interim operating budget:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby authorizes the university to make operating expenditures consistent with the interim operating budget, pending the adoption of the Fiscal Year 2022 operating budget at the August 2021 Board of Trustees meeting.

9. Resolution No. 2021-128, Approval of Interim Capital Investment Plan for Fiscal Year 2022:

Synopsis: Authorization and acceptance of the Interim Capital Investment Plan for the fiscal year ending June 30, 2022 is proposed.

WHEREAS the university has not yet finalized its operating budget for fiscal year 2022; and

WHEREAS the Interim Capital Investment Plan will allow the university to begin or continue capital projects in support of strategic goals during the period from July 1, 2021 through August 31, 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 final Fiscal Year 2022 Capital Investment Plan will be presented for consideration at the August 2021 Board of Trustees meeting:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the Interim Capital Investment Plan for the fiscal year ending June 30, 2022; and

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

(See Appendix LXXXVI for background information, page 2022)



10. Resolution No: 2021-129. Approval of Ohio State Energy Partners Utility System Interim Capital Improvements Plan for Fiscal Year 2022:

Midwest Campus Heating and Cooling Building Conversion – 79-22-EXP  
Equine Performance Evaluation Arena Utility Systems – 85-22-EXP  
Relocated Greenhouse Natural Gas Service – 120-22-EXP  
Biomedical and Materials Engineering Complex, Phase 2 Utility Systems – 121-22-EXP

Synopsis: Approval of the Ohio State Energy Partners LLC (“OSEP”) Fiscal Year 2022 interim capital improvements plan and authorization for OSEP to make capital improvements 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 OSEP to annually submit a utility system Capital Improvement Projects plan (“OSEP CIP”) for university approval; and

WHEREAS the plan includes requested approval of these utility system capital improvement projects for the fiscal year beginning July 1, 2021; and

WHEREAS the university has not finalized its operating budget or capital investment plan for Fiscal Year 2022; and

WHEREAS it is necessary to begin or continue these time-sensitive utility systems projects until the fiscal year operating and capital plans are finalized and adopted; and

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

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

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

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

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

WHEREAS the Audit, Finance and 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 2022 interim OSEP CIP as outlined in the attached materials; and



BE IT FURTHER RESOLVED, That the Board of Trustees authorizes OSEP to proceed with these Fiscal Year 2022 capital improvements to the utility system as outlined in the attached materials.

(See Appendix LXXXVII for background information, page 2024)

11. Resolution No: 2021-141, Approval of 2021-2022 Academic Year Tuition and Mandatory Fees:

Synopsis: Approval of instructional and mandatory fees and non-residential and international surcharges for undergraduate and graduate students at all campuses of The Ohio State University for the Academic Year 2021-2022 is proposed.

WHEREAS the Board of Trustees of The Ohio State University supports the university's continued implementation of the Academic Plan and its initiatives to meet the needs of Ohio State students; and

WHEREAS the state budget contains higher education funding through the State Share of Instruction and special purpose appropriations; and

WHEREAS the university established the Ohio State Tuition Guarantee program in Fiscal Year 2018, which sets the cost of tuition, mandatory fees, and room and board rates for each incoming class of Ohio resident students for four years; and

WHEREAS Ohio resident students in the Tuition Guarantee cohort that began in Autumn of 2017 (Fiscal Year 2018) will move to the Tuition Guarantee cohort rates established for Fiscal Year 2019; and

WHEREAS Ohio resident students in the Tuition Guarantee cohorts that began in Fiscal Years 2019, 2020 and 2021 will continue at the rates established for their cohorts and will therefore see no change (0%) in their tuition, mandatory fees, and room and board rates for Academic Year 2021-2022; and

WHEREAS new first-year Ohio resident undergraduate students enrolled at all campuses in 2021-22 will be part of a new Ohio State Tuition Guarantee cohort; and

WHEREAS Ohio Revised Code 3345.48 establishes that institutions with tuition guarantee programs may increase the instructional and mandatory fees for each incoming class of first-year undergraduate students by the total of inflation (1.8% for Fiscal Year 2022 as defined by the 36-month average of the Consumer Price Index-Urban) and any tuition flexibility (2.0%) allowed under the State of Ohio biennial budget bill; and

WHEREAS the university administration now presents recommendations for tuition and mandatory fees and non-residential and international surcharges for the Columbus, Lima, Mansfield, Marion, and Newark campuses and for the Agricultural Technical Institute (ATI) at Wooster for the Academic Year 2021-2022:

NOW THEREFORE

BE IT RESOLVED That the Board of Trustees hereby approves the recommendation of the administration and hereby approves rates for the 2021-22 academic year for all campuses, effective Autumn semester 2021, as follows and as outlined in the attached document:



- That tuition, mandatory fees, housing rates and dining rates will be part of the Ohio State Tuition Guarantee for new first-year Ohio resident undergraduate students, and that tuition (the instructional fee and general fee) for this cohort will increase by 3.8%. Changes to housing and dining rates are addressed in the Academic Year 2021-2022 User Fees and Charges resolution; and
- That tuition and mandatory fees for continuing Ohio resident undergraduate students — including previous Tuition Guarantee cohorts and students who began prior to the creation of the Ohio State Tuition Guarantee — will not increase; and
- That instructional and mandatory fees for graduate programs will not increase. Changes to differential fees for certain programs are addressed in the Academic Year 2021-2022 User Fees and Charges resolution; and
- That the non-resident surcharge for undergraduates and most graduate students will be increased by 5.0%. Exceptions for certain graduate programs are addressed in the Academic Year 2021-2022 User Fees and Charges resolution; and
- That the international surcharge for undergraduate students will not increase (0% change); and
- That the non-resident surcharge for a student taking all online course(s) over an entire semester and not pursuing an online degree or certificate program will be the same as the in-person student non-resident surcharge; and
- That the non-resident surcharge will not increase for a student pursuing an online degree or certificate program.

(See Appendix XCVIII for background information, page 2046)

12. Resolution No: 2021-142. Approval of Academic Year 2021-2022 User Fees and Charges:

Synopsis: User fees and charges at the Columbus and regional campuses of The Ohio State University for Academic Year 2021-2022 are proposed.

WHEREAS the Board of Trustees of The Ohio State University supports the university's continued implementation of the Academic Plan and its initiatives to meet the needs of Ohio State students; and

WHEREAS the university is committed to access, affordability and excellence; and

WHEREAS consultations have taken place within the university to determine the appropriate fees for graduate and professional programs, housing and dining charges, and student health insurance charges, as described in the accompanying text and tables, which have been reviewed and recommended:

NOW THEREFORE



BE IT RESOLVED That the Board of Trustees hereby approves the recommendation of the administration for the following rates, which are outlined in the attached document and will be effective Autumn semester 2021:

- Graduate and professional fees, including differential instruction and clinic, as well as the non-resident surcharge; and
- Housing and dining plans; and
- Student health plan.

(See Appendix XCIX for background information, page 2065)

13. Resolution No. 2021-143, Approval of Tuition Waiver for Students Participating in Study Abroad Programs Through Third-Party Provider or Direct Enrollment:

Synopsis: Waiver of tuition for Ohio State students who enroll in university-approved third-party provider or direct enrollment study abroad programs for Fiscal Year 2022 and Fiscal Year 2023 is proposed.

WHEREAS the Board of Trustees of The Ohio State University supports academic programs that meet the needs of Ohio State students; and

WHEREAS Ohio State students who participate in study abroad programs through third-party providers or direct enrollment are required to pay tuition to the host institution; and

WHEREAS students benefit from continued enrollment at Ohio State during study abroad, which allows them to earn Ohio State credit, access financial aid and receive support when needed in other circumstances; and

WHEREAS Ohio State has, since Fiscal Year 2015, requested and received a tuition waiver for approved third-party provider or direct enrollment study abroad programs from the Board of Trustees and the Ohio Department of Higher Education (ODHE) so that students avoid two tuition payments during study abroad; and

WHEREAS the university seeks to continue the study abroad tuition waiver, but the current waiver expires after June 30, 2021; and

WHEREAS the Ohio Department of Higher Education requires a Board of Trustees resolution to consider a new tuition waiver per Ohio Revised Code and ODHE directive 2009-011:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves to waive tuition and fees at The Ohio State University for students enrolled in a third-party provider or direct enrollment study abroad program and to allow the students to remain enrolled at the university while participating in these programs; and

BE IT FURTHER RESOLVED, That this approval will become effective for all semesters and terms, beginning July 1, 2021, through June 30, 2023; and

BE IT FURTHER RESOLVED, That the administration will seek approval of a tuition waiver from the Ohio Department of Higher Education for state Fiscal Years 2022 and 2023.

(See Appendix C for background information, page 2077)



14. Resolution No. 2021-144, Approval of Amendments to the University's Investment Policy:

Synopsis: Approval of amendments to the university's Investment Policy to govern the management of the university's investment portfolios is proposed.

WHEREAS the Board of Trustees previously adopted Investment Policy #5.90 (Resolution No. 2014-10 in August 2013), which has been modified from time to time, to govern the management of the university's investment portfolios; and

WHEREAS there is a desire to revise such Investment Policy to, among other things, better align it with policy best practices and the university's current investment management strategy; and

WHEREAS the Chief Investment Officer has recommended to the Senior Vice President for Business and Finance the adoption of revisions to the Investment Policy relating to the university's Long-Term Investment Pool in order to achieve the foregoing purposes; and

WHEREAS the Vice President and Treasurer have recommended to the Senior Vice President for Business and Finance the adoption of revisions to the Investment Policy relating to the university's operating funds portfolio in order to achieve the foregoing purposes; and

WHEREAS the Senior Vice President for Business and Finance has reviewed the proposed revisions to the Investment Policy, and has determined that it is appropriate and in the best interest of the university that such revisions be adopted, and has recommended the adoption of such revisions to the Investment Policy to the Audit, Finance and Investment Committee; and

WHEREAS the Audit, Finance and Investment Committee has approved the adoption of such revised Investment Policy; and

WHEREAS the Audit, Finance and Investment Committee hereby recommends adoption of such revised Investment Policy to the Board of Trustees:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the attached revised Investment Policy be adopted.

(See Appendix CI for background information, page 2078)

15. Resolution No. 2021-145, Approval of Benchmarks for the Long-Term Investment Pool and University Operating Funds:

Synopsis: Approval of new and modified Benchmarks for the university's Long-Term Investment Pool (LTIP) and university operating funds, as well as the removal of an existing risk Benchmark for the university's Long-Term Investment Pool, is proposed.

WHEREAS in adopting a revised Investment Policy to govern various aspects of the management of the university's investment portfolios, the Board of Trustees adopted updated asset classes and allocations for the Long-Term Investment Pool as well as updated portfolio mandates for university operating funds; and



WHEREAS the Chief Investment Officer has recommended to the Senior Vice President for Business and Finance new and modified Benchmarks for the updated asset classes in the Long-Term Investment Pool to evaluate the investment performance of the Long-Term Investment Pool and removal of the Sharpe ratio Benchmark for the Long-Term Investment Pool that had been used to evaluate the risk-adjusted investment performance of the Long-Term Investment Pool (the "Risk Benchmark"); and

WHEREAS the Vice President and Treasurer has recommended to the Senior Vice President for Business and Finance new and modified Benchmarks for the updated portfolio mandates to evaluate the investment performance of such mandates for university operating funds; and

WHEREAS the Senior Vice President for Business and Finance has reviewed such new and modified Benchmarks and the removal of the Risk Benchmark, has determined that such changes are appropriate and in the best interest of the university, and has recommended the new and modified Benchmarks and the removal of the Risk Benchmark to the Audit, Finance and Investment Committee; and

WHEREAS the Audit, Finance and Investment Committee has approved the new and modified Benchmarks and the removal of the Risk Benchmark; and

WHEREAS the Audit, Finance and Investment Committee hereby recommends the new and modified Benchmarks and the removal of the Risk Benchmark for the Long-Term Investment Pool and university operating funds to the Board of Trustees:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the new and modified Benchmarks for the Long-Term Investment Pool set forth below for the purpose of evaluating the investment performance of the Long-Term Investment Pool effective from July 1, 2021, which are to be reset annually thereafter as of each July 1, until further modified as provided for in the university's Investment Policy:

<b><u>Asset Class</u></b>	<b><u>Range</u></b>	<b><u>Benchmark</u></b>	<b><u>LTIIP Benchmark Weighting (July 1-June 30)</u></b>
Public Equity	30-55%	MSCI ACWI-ND	65% less Private Equity Weight
Private Equity	15-40%	MSCI ACWI-ND (one-quarter lag)	Actual weight as of June 30 <sup>th</sup> of prior fiscal year
Real Estate & Infrastructure	5-15%	Cambridge Associates Real Estate (50%) & Infrastructure (50%) (final) (one quarter lag)	10% less Legacy Natural Resources Weight
Legacy Natural Resources	N/A	Return of Actual Underlying Funds	Actual weight as of June 30 <sup>th</sup> of prior fiscal year
Hedge Funds	0-25%	HFRI FOF Composite (final)	12.5%
Cash & High Grade Bonds	0-25%	Bloomberg Barclays US Aggregate Bond	12.5%

BE IT FURTHER RESOLVED, That the Board of Trustees approves the elimination of the use of the Sharpe ratio as the Benchmark to evaluate the total risk-adjusted performance of the Long-Term Investment Pool effective as of July 1, 2021; and



BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves the new and modified Benchmarks for the updated portfolio mandates for university operating funds set forth below for the purpose of evaluating the investment performance of such mandates for university operating funds effective from July 1, 2021, until further modified as provided for in the university's Investment Policy:

<u>Operating Funds Fixed Income Mandate</u>	<u>Benchmark</u>
Working Capital	Bank of America ML 91-day T-Bill
0-1 Year	ICE Bank of America 6m T-Bill
1-3 Year	ICE ML US Corp & Govt 1-3
1-5 Year	BBG Barclays 1-5 Yr. Govt/Credit Bond Index
1-10 Year	Barclays 1-10 Year Intermediate Govt/Credit Bond Index
1-30 Year	Barclays US Aggregate Index

(See Appendix CII for background information, page 2091)

16. Resolution No. 2021-146, Authorization for Designated Officials to Buy, Sell, Assign and Transfer Securities

ALSO TO DEPOSIT OR WITHDRAW FUNDS  
FROM BANK AND INVESTMENT ACCOUNTS, TO DESIGNATE DEPOSITORIES  
AND TO EXECUTE TREASURY- AND INSURANCE-RELATED AGREEMENTS

Synopsis: Authorization for designated officials to buy, sell, assign and transfer securities, to deposit or withdraw funds from bank and investment accounts held in the name of The Ohio State University, to designate depositories, and to execute treasury- and insurance-related agreements, is proposed.

WHEREAS designated officials of the university buy, sell, assign and transfer stocks, bonds and other financial instruments owned by The Ohio State University; and

WHEREAS various financial institutions are designated as depositories of The Ohio State University; and

WHEREAS accounts at various financial institutions are opened and maintained in the name of The Ohio State University; and

WHEREAS designated officials of the university are responsible for the procurement and management of the university's insurance programs:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby authorizes the university Treasurer and/or the university Senior Vice President for Business and Finance or their designees to buy, sell, assign and transfer any and all stocks, bonds, evidences of interest and/or indebtedness, rights and options to acquire or to sell the same, and all other securities corporate or otherwise, standing in the name of or belonging to The Ohio State University in any capacity; and

BE IT FURTHER RESOLVED, That the university Treasurer and/or the university Senior Vice President for Business and Finance or their designees be authorized to designate various financial institutions as depositories and/or custodians for The Ohio State University, and to open and maintain accounts and



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enter into agreements at institutions providing financial products and services in the name of The Ohio State University; to engage in and sign agreements for bank financing, underwriting, brokerage, leasing, equipment financing, deposits, foreign currency exchange, hedging vehicles including forwards, futures, swaps and options, financial advisory services; and

BE IT FURTHER RESOLVED, That the university Treasurer and/or the university Senior Vice President for Business and Finance or their designees be authorized, on behalf of The Ohio State University and in its name, to sign checks, drafts, notes, bills of exchange, letters of credit, acceptances, electronic fund transfers or other orders for the payment of money from said accounts; to endorse in writing or by stamp checks, notes, bills, certificates of deposit, or other instruments owned or held by the university for deposit in said accounts or for collection or discount by said banks; to accept drafts, acceptances and other instruments payable to said banks; to waive, demand, protest, file notice of protest, or dishonor any check, note, bill, draft, or other instrument made, drawn, or endorsed by the university; and

BE IT FURTHER RESOLVED, That the university Treasurer and/or the university Senior Vice President for Business and Finance or their designees be authorized to engage in insurance-related transactions and sign insurance-related agreements to ensure coverage that best fits the needs of The Ohio State University to include, but not be limited to, insurance carrier, consulting and broker agreements, emergency response services, and third-party claim administrator contracts.

(See Appendix CIII for background information, page 2092)

17. Resolution No. 2021-147, Authorization to Establish the Entrepreneurial and Technology Commercialization Initiatives Endowment Fund:

Synopsis: Approval of the establishment of a quasi-endowment fund to provide funding for operations which support the university's entrepreneurial and technology commercialization initiatives is proposed.

WHEREAS the university desires to support the university's entrepreneurial and technology commercialization efforts; and

WHEREAS in order to provide a permanent source of funding for such efforts, the President, the Enterprise for Research, Innovation and Knowledge, and the Office of Business and Finance have requested that the Board of Trustees establish the Entrepreneurial and Technology Commercialization Initiatives Endowment Fund to be funded from time to time with proceeds from investments made using funds from the university's economic development fund; and

WHEREAS the purpose of the Entrepreneurial and Technology Commercialization Initiatives Endowment Fund will be to provide certain funding for operations that support the university's entrepreneurial and technology commercialization initiatives, with distributions therefrom to be used at the discretion of and as approved by the President, the Executive Vice President for Research, Innovation and Knowledge, the Executive Vice President and Chancellor for Health Affairs and the Senior Vice President for Business and Finance and Chief Financial Officer:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees finds it in the best interests of the university and in furtherance of the university's entrepreneurial and technology commercialization efforts to establish the Entrepreneurial and Technology Commercialization Initiatives Endowment Fund, a quasi-endowment fund intended to benefit the university in perpetuity; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves the establishment of the Entrepreneurial and Technology Commercialization Initiatives Endowment Fund upon the terms of the endowment description prepared by the Office of Business and Finance; and



BE IT FURTHER RESOLVED, That the Board of Trustees hereby approves the transfer of \$1.0 million received from proceeds from investments made using funds from the university's economic development fund to the Entrepreneurial and Technology Commercialization Initiatives Endowment Fund.

(See Appendix CIV for background information, page 2093)

18. Resolution No. 2021-148, Approval of the Audit, Finance & Investment Committee Charter

Synopsis: Approval of the revised Audit, Finance and Investment Committee charter is proposed.

WHEREAS the Board of Trustees may adopt individual committee charters, consistent with committee descriptions, that set forth further information and definition regarding the committee's charge, committee composition, or the delegated authority and responsibilities of each committee; and

WHEREAS the delineation and description of each committee function will enable the board to be more effective in the execution of its duties and responsibilities; and

WHEREAS the Board of Trustees approved on February 25, 2021, the creation of the Audit, Finance and Investment Committee by combining the audit and finance responsibilities of the board's now dissolved Audit, Compliance and Finance Committee with the responsibilities of the board's now dissolved Advancement Committee; and

WHEREAS section 3335-1-02(C)(b) of the Bylaws of the Ohio State University Board of Trustees sets forth the description of the Board of Trustees' Audit, Finance and Investment Committee; and

WHEREAS the Audit, Finance and Investment Committee has developed a proposed charter, consistent with that description, that reflects its status as a standing committee of the Board of Trustees, and that charter has been fully reviewed by the committee; and

WHEREAS the Audit, Finance and Investment Committee shall be governed by the rules set forth in this Audit, Finance and Investment Committee charter:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the attached Audit, Finance and Investment Committee charter.

(See Appendix CV for background information, page 2094)

19. Resolution No. 2021-149, Approval of the Amended and Updated Charter for the Internal Audit

Department:

Synopsis: Approval of the amended and updated charter for the Internal Audit Department is proposed.

WHEREAS in November 2004, the Board of Trustees adopted a charter for the Internal Audit Department; and

WHEREAS in January 2015, the Board of Trustees last adopted an amended and updated charter; and



WHEREAS to ensure comprehensive oversight of the university's Internal Audit Department and the university's operations through the adoption of best practices, it is important to update the charter for the university's Internal Audit Department periodically; and

WHEREAS the charter was last amended by the Board of Trustees on August 27, 2020 (Resolution No. 2021-25), and subsequently the Board of Trustees approved on February 25, 2021 the creation of the Audit, Finance & Investment Committee and dissolved the Audit, Compliance & Finance Committee, thereby requiring the committee's name to be changed in the attached amended and updated charter accordingly:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby adopts the attached amended and updated charter for the university's Internal Audit Department.

(See Appendix CVI for background information, page 2099)

20. Resolution No. 2021-150. Reappointments to the Self-Insurance Board:

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

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

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

WHEREAS the terms of members Charlotte Agnone, MD, Arick Forrest, MD, Reed Fraley, James Gilmour, Michael Leach, Cynthia Powell and Andrew Thomas, MD, expire on June 30, 2021:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the following individuals be reappointed as members of the Self-Insurance Board, effective June 30, 2021, for the terms specified below:

- Arick Forrest, MD, term ending June 30, 2023 (reappointment)
- Reed Fraley, term ending June 30, 2023 (reappointment)
- James Gilmour, term ending June 30, 2023 (reappointment)
- Michael Leach, term ending June 30, 2023 (reappointment)
- Cynthia Powell, term ending June 30, 2023 (reappointment)
- Andrew Thomas, MD, term ending June 30, 2023 (reappointment)

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



21. Resolution No: 2021-151. University Foundation Report

Synopsis: Approval of the University Foundation Report as of March 31, 2021, is proposed.

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

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

WHEREAS this report includes: (i) the establishment of two (2) endowed chairs: The Klotz Chair in Cancer Research #6 and the Samuel J. Kiehl III MD Chair in Emergency Medicine; seven (7) endowed professorships: The Clayton C. Wagner Parkinson's Disease Research Professorship, The Clayton C. Wagner Parkinson's Disease Professorship, The Frank C. Woodside III Clinical Professorship of Trial Advocacy, The Kara J. Trott Endowed Professorship in Law, The Kara J. Trott Endowed Professorship in Law in honor of Prof. Lawrence Herman, The Kara J. Trott Endowed Professorship in Law in honor of Prof. Morgan E. Shipman, and The Larry J. Copeland, M.D. Professorship in Gynecologic Oncology; one (1) designated professorship: the Ralph Mershon Designated Professorship of Human Security; two (2) endowed professorship funds: the John & Christine Olsen Professorship Fund in Head and Neck Radiation Oncology and the John & Christine Olsen Professorship Fund in Head and Neck Surgical Oncology; one (1) endowed fellowship: the Dr. Joel Goodnough and Family Fellowship in Medicine; one (1) endowed scholarship as part of 100% TBDBITL Scholarship Endowment Initiative: the Larry and Janet Robertson 100% TBDBITL Scholarship Fund; and twenty-eight (28) additional named endowed funds; (ii) and the revision of fifteen (15) named endowed funds:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves The Ohio State University Foundation Report as of March 31, 2021.

22. Resolution No: 2021-152. Naming of the Prior Family Rotunda:

IN THE JEROME SCHOTTENSTEIN CENTER

Synopsis: Approval for the naming of the southeast rotunda in The Jerome Schottenstein Center, located at 555 Borror Drive, is proposed.

WHEREAS The Ohio State University Department of Athletics is committed to providing modern facilities for student-athletes, coaches, staff and fans; and

WHEREAS The Jerome Schottenstein Center is home to Ohio State's men's and women's basketball teams as well as men's ice hockey, and plays host to a wide variety of concerts, family shows and touring productions; and

WHEREAS Kevin and Raegan Prior have provided significant contributions to the Department of Athletics and the Athletics District; and



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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 Kevin and Raegan Prior'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 Prior Family Rotunda.

23. Resolution No: 2021-153, Naming of Internal Spaces:

IN THE JOHN AND MARY ALFORD CENTER FOR SCIENCE AND TECHNOLOGY  
ON THE OHIO STATE NEWARK CAMPUS

Synopsis: Approval for the naming of internal spaces in the John and Mary Alford Center for Science and Technology on the Ohio State Newark Campus, located at 1193 University Drive, is proposed.

WHEREAS Ohio State Newark has become Ohio State's largest regional campus and provides opportunities for students to complete some degrees entirely in Newark or transition to the Columbus campus and finish there; and

WHEREAS the John and Mary Alford Center for Science and Technology will address the growing need for laboratory, research and technology space; and

WHEREAS this new facility will allow Ohio State Newark, and its co-located partner, Central Ohio Technical College, to expand academic programing, enhance student success and research opportunities, better meet local workforce needs, and continue advancing the Newark Campus Framework Plan; and

WHEREAS the donors listed below have provided significant contributions to support the Newark Campus and the construction of the John and Mary Alford Center for Science and Technology:

- Ariel Corporation
- Gilbert Reese Family Foundation
- LeFevre Foundation
- Newark Campus Development Fund
- Park National Bank and Associates
- Melissa Warner Bow
- Licking Memorial Health Systems

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:



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- Ariel Corporation General Chemistry Suite (300, 308, 310, 320)
- Ariel Corporation Research Corridor (X309C)
- Gilbert Reese Family Foundation Atrium (X102L)
- Raymond H. and Beryl Dean Penick Organic Chemistry Suite (305)
- LeFevre Foundation Biology Suite (265, 275, 285)
- Newark Campus Development Fund Anatomy Suite (270, 280)
- Park National Bank and Associates Concourse (X206C)
- Melissa Warner Bow Earth Sciences Suite (205)
- Licking Memorial Health Systems Simulation Center (110)

24. Resolution No: 2021-154, Naming of the Allinson Family Classroom:

IN PARKS HALL

Synopsis: Approval for the naming of a classroom (202) in Parks Hall, located at 500 West 12th Avenue, is proposed.

WHEREAS the College of Pharmacy is consistently ranked a top pharmacy school in the country, home to world-class faculty, dedicated students and innovative researchers working toward improving medications and medication-related health outcomes; and

WHEREAS the College of Pharmacy commits to providing students access to state-of-the-art facilities and spaces to promote learning; and

WHEREAS Russel and Amy Allinson have provided significant contributions to the College of Pharmacy; 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 Allinson Family Classroom.

25. Resolution No: 2021-155, Naming of The Clifton J. Latiolais Library:

IN PARKS HALL

Synopsis: Approval for the naming of the library (202A) in Parks Hall, located at 500 West 12th Avenue, is proposed.

WHEREAS the College of Pharmacy is consistently ranked a top pharmacy school in the country, home to world-class faculty, dedicated students and innovative researchers working toward improving medications and medication-related health outcomes; and



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WHEREAS the College of Pharmacy commits to providing students access to state-of-the-art facilities and spaces to promote learning; and

WHEREAS friends of the College of Pharmacy and the Master of Science in Health-System Pharmacy Administration program at the College of Pharmacy provided significant support in honor of Clifton J. Latiolais and his incredible legacy at The Ohio State 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 Clifton J. Latiolais Library.

26. Resolution No: 2021-156, Naming of the Richard C. Hannon '50 Teaching Laboratory:

IN THE BIOMEDICAL AND MATERIALS ENGINEERING COMPLEX  
COLLEGE OF ENGINEERING

Synopsis: Approval for the naming of the Optical Microscopy Laboratory (Room 0152) in the Mars G. Fontana Laboratories, located at 116 W. 19th Avenue, is proposed.

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

WHEREAS the new Mars G. Fontana Laboratories will transform the spaces where students, faculty and partners learn and innovate, with the close proximity to other campus collaborators leading to life-changing material innovations impacting health, transportation, energy and more; and

WHEREAS the College of Engineering desires to recognize the continued partnership with Mr. Richard C. Hannon Jr. and his significant contributions to the college; and

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

NOW THEREFORE

BE IT RESOLVED, That in acknowledgement of Mr. Richard C. Hannon Jr's philanthropic support, the Board of Trustees hereby approves, in accordance with paragraph (D) of rule 3335-1-08 of the Ohio Administrative Code, that the aforementioned Optical Microscopy Laboratory (Room 0152) shall be named the Richard C. Hannon '50 Teaching Laboratory for the life of the physical facility.



27. Resolution No: 2021-157, 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 2 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:

- Hugh Westwater and Linda Larrimer
- Bill and Mae McCorkle Foundation

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:

- Linda Larrimer and Hugh Westwater Call Screen Room (222)
- Bill and Mae McCorkle Foundation Master Edit Suite (313)

28. Resolution No: 2021-158, Naming of Applewood Village Community Center:

AT THE OHIO STATE UNIVERSITY CFAES WOOSTER

Synopsis: Approval for the administrative renaming of ATI and OARDC Apartment Village Administration in Wooster to Applewood Village Community Center is proposed.

WHEREAS the housing administration building is home to village offices for housing, housekeeping and maintenance, as well as laundry facilities, a large multipurpose room for meetings and programs, and a quiet study area; and

WHEREAS this administrative renaming aligns with the future vision of this campus; and

WHEREAS Student Life recommends the name change; and

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



NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves, in accordance with paragraph (D) of rule 3335-1-08 of the Ohio Administrative Code, that the aforementioned space be named Applewood Village Community Center.

29. Resolution No: 2021-159, Naming of Louella Hodges Reese Hall:

OHIO STATE NEWARK

Synopsis: Approval for the renaming of Founders Hall to Louella Hodges Reese Hall on the Ohio State Newark campus is proposed.

WHEREAS Ohio State Newark provides access to the university by extending Ohio State courses, programs, research and service to many Ohio communities; and

WHEREAS the renaming of Founders Hall honors the commitments and service from the Reese family in the founding of Ohio State Newark and construction of Founders Hall; and

WHEREAS the Reese family, led by Louella and J. Gilbert, has provided significant leadership and support to Ohio State Newark for more than six decades; 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 Reese family's service and lifetime philanthropy, 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 building be renamed Louella Hodges Reese Hall.

30. Resolution No: 2021-130, Approval to Enter Into/Increase Professional Services and Enter Into/Increase Construction Contracts:

**Approval to Enter Into/Increase Professional Services Contracts**

- Campbell Hall Renovation
- CFAES Wooster – Fisher Auditorium Renovation
- Newark – Founders Hall Enhancements
- WMC Loading Dock Expansion and Renovation

**Approval to Enter Into/Increase Professional Services and Construction Contracts**

- Energy Advancement and Innovation Center
- Newton Hall Renovation and New Nursing Building

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 for the following projects; and



	Prof. Serv. Approval Requested	Total Requested	
Campbell Hall Renovation	\$4M	\$4M	state funds
CFAES Wooster – Fisher Auditorium Renovation	\$1.2M	\$1.2M	state funds
Newark – Founders Hall Enhancements	\$2.4M	\$2.4M	state funds
WMC Loading Dock Expansion and Renovation	\$1.3M	\$1.3M	auxiliary funds

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

	Prof. Serv. Approval Requested	Construction Approval Requested	Total Requested	
Energy Advancement and Innovation Center	\$3.2M	\$7.2M	\$10.4M	university funds partner funds
Newton Hall Renovation and New Nursing Building	\$0.6M	\$4.5M	\$5.1M	fundraising state funds university funds

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

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

(See Appendix LXXXVIII for background information, page XX)



31. Resolution No. 2021-131, Approval for Sale of Real Property:

LAND NEAR WEST DUBLIN GRANVILLE ROAD  
CITY OF COLUMBUS, FRANKLIN COUNTY, OHIO

Synopsis: Authorization to sell real property held by the Board of Trustees of The Ohio State University described as vacant land near West Dublin Granville Road, north of Don Scott Airport, in the City of Columbus, Ohio, is proposed.

WHEREAS the Board of Trustees of The Ohio State University seeks to sell to Dave Fox Remodeling Inc. approximately 1.44 acres of real property described as a vacant site near West Dublin Granville Road, the exact acreage to be determined by survey, located in the City of Columbus, Franklin County, Ohio and north of Don Scott Airport; and

WHEREAS the site is adjacent to the buyer's property and the buyer has requested to purchase the land; and

WHEREAS the university has determined the disposition will not conflict with university's plans at the airport or with other programming; and

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that President and/or Senior Vice Presidents for Business and Finance and Administration and Planning shall be authorized to take any action required to effect the sale of the property upon such terms and conditions deemed to be in the best interest of the university.

(See Appendix LXXXIX for background information, page XX)

32. Resolution No: 2021-134, Approval for Lease of Real Property:

BUILDING AND PROPERTY LOCATED AT 420 EAST 19TH AVENUE,  
FORMERLY KNOWN AS INDIANOLA MIDDLE SCHOOL,  
COLUMBUS, FRANKLIN COUNTY, OHIO

Synopsis: Authorization to lease property to Metro Early College High School and Independent STEM School, an Ohio non-profit corporation, to include the entire building together with the real estate upon which it is located at 420 East 19th Avenue, Columbus, Ohio, and formerly known as Indianola Middle School, is proposed.

WHEREAS the university purchased the property in 2018 from Columbus Public Schools for \$2.35M; and

WHEREAS in lieu of rent, Metro Early College High School shall enter into the necessary partnerships and acquire and invest the necessary funding to renovate the building listed on the National Register of Historic Places to reactivate the building to its original use as an educational facility; and

WHEREAS the agreement to lease the property in "as is" "where is" condition is contingent upon Metro Early College High School entering into a funding agreement with Battelle Memorial Institute and receiving an award for additional funding from the Ohio Facilities Construction Commission; and



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WHEREAS the appropriate university offices have determined that the lease of this property would be in the best interest of the university:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the lease of the aforementioned real property; and

BE IT FURTHER RESOLVED, That the President and/or Senior Vice President for Business and Finance shall be authorized to take any action required to effect the lease of property upon the terms and conditions deemed to be in the best interest of the university.

(See Appendix XCII for background information, page XX)

33. Resolution No: 2021-132, Approval for Purchase of Real Property:

149,000 SQ FT OF PUBLIC STREET AND INTERCONNECTING PUBLIC ALLEYS  
BETWEEN 9<sup>TH</sup> AND 11<sup>TH</sup> AVENUES  
COLUMBUS, FRANKLIN COUNTY, OHIO

Synopsis: Authorization to purchase property from the City of Columbus, specifically those vacated streets and alleys described as 11th Avenue between Neil Avenue and North High Street, together with interconnecting public alleys located between 9th and 11th Avenues in Columbus, Ohio, and being approximately 149,000 sq ft of land, is proposed.

WHEREAS at the request of the university, the City of Columbus has offered to vacate and sell the above described street(s) and alleys subject to approval of the sale by the Columbus City Council and subject to retention of a general utility easement for public utilities currently located in the streets and alleys, and an appraisal of the property that supports the purchase price that is being offered to the city to sell the property to the university, all to be documented in a written agreement; and

WHEREAS the purchase of this property supports Framework 2.0 and the Comprehensive Transportation and Parking Plan; and

WHEREAS the appropriate university offices have determined that the purchase of this property would be in the best interest of the university:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves that the President and/or Senior Vice President for Business and Finance shall be authorized to take any action required to effect the acquisition of the land upon the terms and conditions deemed to be in the best interest of the university.

(See Appendix XC for background information, page XX)



34. Resolution No: 2021-133, Approval for Purchase of Real Property:

0.373 ACRES ON HUGHES STREET,  
COLUMBUS, FRANKLIN COUNTY, OHIO

Synopsis: Authorization to purchase property from the City of Columbus, described as Hughes Street between Hawthorne Avenue and Phale D. Hale Drive, Columbus, Ohio, and being 0.373 acres of land, is proposed.

WHEREAS at the request of the university, the City of Columbus has offered to vacate and sell the above-described street for \$1.25 per square foot, subject to approval of the sale by the Columbus City Council; and

WHEREAS the purchase of this property supports the university's plan for redevelopment of land west of the current Hospital East; and

WHEREAS the appropriate university offices have determined that the purchase of this property would be in the best interest of the university:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the purchase of the aforementioned property as described; and

BE IT FURTHER RESOLVED, That the President and/or Senior Vice President for Business and Finance shall be authorized to take any action required to effect the acquisition of the land upon the terms and conditions deemed to be in the best interest of the university.

(See Appendix XCI for background information, page XX)

**Action:** Upon the motion of Mr. Zeiger, seconded by Ms. Krueger, the committee adopted the foregoing resolutions for the Approval of the FY22 Interim Capital Investment Plan, the Approval to Enter into and Increase Professional Services and Construction Contracts, and the Approval for Lease of Real Property (Indianola Middle School), 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. Von Thayer and Mr. Kaplan abstained.

**Action:** Upon the motion of Mr. Zeiger, seconded by Mr. Kaplan, the committee adopted the remaining foregoing resolutions by unanimous voice vote with the following members present and voting: Mr. Zeiger, Ms. Krueger, Mrs. Hoeflinger, Mr. Von Thayer, Mr. Kaplan, Mr. Kiggin, Mr. Shah, Mr. Klingbeil, Ms. Chronis, Mr. Stahl and Mr. Heminger.



### **Written Reports**

In the public session materials, there were written reports shared for the committee to review:

- a. FY21 Interim Financial Report (See Attachment LXXXII, page XX)
- b. Advancement Scorecard (See Attachment LXXXIII, page XX)
- c. Detailed Foundation Report (See Attachment LXXXIV, page XX)
- d. Major Project Updates (See Attachment LXXXV, page XX)
- e. CY20 Annual Waiver Report (See Attachment LXXXVI, page XX)
- f. PwC FY21 Audit Plan (See Attachment LXXXVII, page XX)

### **EXECUTIVE SESSION**

It was moved by Mr. Zeiger, and seconded by Ms. Chronis, 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 Thaeer, Mr. Kaplan, Mr. Kiggin, Mr. Shah, Mr. Klingbeil, Ms. Chronis, Mr. Stahl and Mr. Heminger.

The committee entered executive session at 11:15 a.m. and the meeting adjourned at 12:43 p.m.

ATTACHMENT LXXVI



May 2021 Board Meeting  
FY 2021 | Through March

Consolidated Financial Scorecard (\$ in thousands)		FY21 YTD Actual	FY21 YTD Budget	Actual vs. Budget
<b>A. Financial Snapshot (in thousands)</b>				
1. Total Revenue including endowment performance	\$ 6,739,820	\$ 5,885,683		↑
2. Total Revenue excluding endowment performance	\$ 5,579,306	\$ 5,536,950		↔
3. Total Expenses	\$ 5,532,374	\$ 5,554,300		↔
4. Change in Net Assets	\$ 1,277,297	\$ 402,396		↑
5. Change in Net Assets excluding endowment performance	\$ 116,782	\$ 53,663		↑
6. Change in Net Financial Assets	\$ 633,776	\$ 125,000		↑
<b>B. Institutional Financial Metrics</b>				
1. Liquidity - Days Cash on Hand	198	120		↑
2. Actual Debt Service to Operations	1.74%	< 3.0%		↑
	FY21 Actual	FY21 Benchmark		Actual vs. Benchmark
3. Short Term Investment Pool Return	1.07%	0.12%		↔
4. Intermediate Investment Pool Return	5.33%	1.69%		↑
5. Fiscal YTD Long Term Investment Pool Return	20.69%	18.80%		↑
6. 1 Year Long Term Investment Pool Return	29.99%	34.41%		↓
7. 3 Year Long Term Investment Pool Average Return	7.54%	10.18%		↓
8. Credit Rating	AA1/AA	AA		↔

	Meets or exceeds goal	↑	Performance up
	Below goal	↔	No change in performance
	Far below goal	↓	Performance down



May 2021 Board Meeting  
 FY 2021 | Through March

University Financial Scorecard (\$ in thousands)		FY21 YTD Actual	FY21 YTD Budget	Actual vs. Budget
<b>A. Revenue Drivers (in thousands)</b>				
1. Tuition and Fees	\$ 892,413	\$ 919,296		↓
2. Grants and Contracts	\$ 597,510	\$ 648,999		↓
3. Advancement Cash Receipts	\$ 163,250	\$ 170,279		↓
4. State Share of Instruction	\$ 294,987	\$ 278,413		↑
5. State Line Item Appropriations	\$ 63,166	\$ 62,938		↔
6. Net Contribution from Auxiliary Enterprises	\$ (49,474)	\$ (53,386)		↑
<b>B. Financial Snapshot (in thousands)</b>				
1. Total Revenue including endowment performance	\$ 3,721,895	\$ 2,903,160		↑
2. Total Revenue excluding endowment performance	\$ 2,579,002	\$ 2,567,964		↔
3. Total Expenses	\$ 2,743,991	\$ 2,752,211		↔
4. Current Net Margin	\$ 19,501	\$ 243		↑
5. Change in Net Assets	\$ 1,076,902	\$ 221,962		↑
6. Change in Net Assets excluding endowment performance	\$ 118,499	\$ 71,257		↑
<b>C. Performance Metrics (Columbus Campus only)</b>				
1. Enrollment - summer/autumn/spring	155,374	152,636		↑
2. Credit Hours - summer/autumn/spring	1,934,170	1,930,226		↔

	Meets or exceeds goal	↑	Performance up
	Below goal	↔	No change in performance
	Far below goal	↓	Performance down

MEDICAL CENTER FINANCIAL PERFORMANCE				FY21 YTD Budget	Current Status
<b>A. Revenue Drivers</b>					
1. Patient Admissions		47,068		49,791	↓
2. Patients in Inpatient Beds		57,949		62,350	↓
3. Patient Discharges		47,159		49,651	↓
4. Total Surgeries		37,551		37,983	↓
5. Outpatient Visits		1,578,009		1,573,642	↑
6. ED Visits		82,531		91,452	↓
<b>B. Activity Metrics</b>					
1. Adjusted Admissions		96,311		103,160	↓
2. Operating Revenue / Adjusted Admit	\$	27,389	\$	25,106	↑
3. Expense / Adjusted Admit	\$	24,067	\$	22,346	↓
<b>C. Financial Snapshot (in thousands)</b>					
1. Operating Revenues	\$	2,637,861		2,589,951	↑
2. Total Expenses	\$	2,317,923	\$	2,305,163	↓
3. Gain from Operations	\$	319,938	\$	284,788	↑
4. Excess Revenue Over Expenses	\$	216,759	\$	179,150	↑
<b>D. Performance Metrics</b>					
1. Operating EBIDA Margin		18.0%		17.0%	↑
2. Days Cash on Hand		193.9		131.6	↑
3. Debt Service Coverage		8.20		7.60	↑

LEGEND	
	Meets or exceeds goal
	Below goal
	Far below goal
↑	Performance up
↔	No change in performance
↓	Performance down



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## FY 2022 Interim Operating Budget

Michael Papadakis, Senior Vice President and CFO

Mark Larmore, Vice President and CFO OSUWMC

Kris Devine, Deputy CFO & Vice President of Operations

Audit, Finance & Investment Committee Meeting | May 20, 2021

## Why do we need an interim budget?

- The State of Ohio Biennial Budget for State Fiscal Years (FY) 2022 and 2023, which includes funding for state institutions of higher education, is still pending in the Ohio General Assembly. The state budget solidifies state subsidy and in-state undergraduate tuition parameters.
- An interim budget allows the university to continue to operate and advance the academic and health care missions during the period from July 1, 2021, through August 31, 2021, prior to the time that the FY 2022 operating budget is finalized and adopted at the August 2021 Board of Trustees meeting.



## FY 2022 Strategic Investments

- **Academic Excellence**
  - On the journey to increase tenure-track faculty by 350 in the next 10 years, the interim budget includes incremental investments of \$8.2M for faculty salary & benefits and startup packages across numerous colleges including Engineering, Medicine, Nursing, Vet Med, Public Health and Social Work.
  
- **Research Excellence**
  - With a goal to double research funding over the next 10 years, the interim budget includes investments totaling \$35M, including \$23M in research growth initiatives in Medicine and Engineering, \$1.5M in start-up funds to expand research, \$2.5M in research seed grants, and up to \$8.3M to fund convergent research proposals.
  
- **Student Financial Aid**
  - The interim budget includes \$4.5M in development funding for new student scholarships, \$4M for the final year of expansion of Land Grant Opportunity Scholarships (LGOS) and \$57.2M in available funding from Federal stimulus.



# FY 2022 University Sources & Uses

	FY 2020 Actual	FY 2021 Forecast	FY 2022 Budget	
<b>\$ in thousands</b>				
<b>Sources</b>				
Tuition & Fees, gross	\$ 1,192,489	\$ 1,101,444	\$ 1,296,691	\$ 195,247
State Share of Instruction	\$ 377,449	\$ 401,813	\$ 401,813	\$ -
State Line Item Appropriations	\$ 84,389	\$ 84,761	\$ 84,761	\$ -
Exchange Grants & Contracts	\$ 743,431	\$ 743,680	\$ 790,531	\$ 46,851
Non-Exchange Grants & Contracts	\$ 101,977	\$ 188,738	\$ 204,139	\$ 15,401
Sales & Services - Auxiliaries, gross	\$ 338,047	\$ 224,700	\$ 418,392	\$ 193,692
Sales & Services - ED Depts	\$ 142,389	\$ 148,906	\$ 157,840	\$ 8,934
Gifts - Current Use	\$ 157,589	\$ 145,284	\$ 164,415	\$ 19,130
Endowment Distributions	\$ 250,218	\$ 267,476	\$ 303,543	\$ 36,067
Interest Income	\$ 88,984	\$ 39,405	\$ 41,302	\$ 1,897
Other Operating Revenues	\$ 42,467	\$ 40,038	\$ 41,679	\$ 1,641
Net Transfers from OSU Health System	\$ 173,749	\$ 180,964	\$ 185,169	\$ 4,205
<b>Total Sources</b>	<b>\$ 3,693,177</b>	<b>\$ 3,567,209</b>	<b>\$ 4,090,275</b>	<b>\$ 523,067</b>
				<b>14.7%</b>

<b>Uses</b>				
Salaries & Benefits	\$ 1,978,171	\$ 1,944,494	\$ 2,112,441	\$ 167,947
Fee Authorizations	\$ 113,097	\$ 96,726	\$ 122,215	\$ 25,490
Student Aid, gross	\$ 435,160	\$ 416,151	\$ 496,197	\$ 80,046
Supplies & Other	\$ 924,664	\$ 889,429	\$ 1,053,206	\$ 163,776
Debt Service	\$ 113,813	\$ 130,780	\$ 148,607	\$ 17,827
<b>Total Uses</b>	<b>\$ 3,564,905</b>	<b>\$ 3,477,581</b>	<b>\$ 3,932,666</b>	<b>\$ 455,086</b>
				<b>13.1%</b>

<b>Sources Less Uses</b>	<b>\$ 128,272</b>	<b>\$ 89,628</b>	<b>\$ 157,609</b>	<b>\$ 67,981</b>
				<b>75.8%</b>



# FY 2022 University Sources & Uses (Jul – Aug)

\$ in thousands

## Sources

	Jul	Aug	Total
Tuition & Fees, gross	\$ 41,658	\$ 41,658	\$ 83,315
State Share of Instruction	\$ 33,484	\$ 33,484	\$ 66,969
State Line Item Appropriations	\$ 7,063	\$ 7,063	\$ 14,127
Exchange Grants & Contracts	\$ 73,592	\$ 73,592	\$ 147,184
Non-Exchange Grants & Contracts	\$ 25,568	\$ 25,568	\$ 51,135
Sales & Services - Auxiliaries, gross	\$ 15,722	\$ 15,722	\$ 31,444
Sales & Services - ED Depts	\$ 14,288	\$ 14,288	\$ 28,575
Gifts - Current Use	\$ 14,056	\$ 14,056	\$ 28,113
Endowment Distributions	\$ 25,295	\$ 25,295	\$ 50,591
Interest Income	\$ 3,442	\$ 3,442	\$ 6,884
Other Operating Revenues	\$ 3,473	\$ 3,473	\$ 6,947
Net Transfers from OSU Health System	\$ 15,431	\$ 15,431	\$ 30,862
<b>Total Sources</b>	<b>\$ 273,072</b>	<b>\$ 273,072</b>	<b>\$ 546,144</b>

## Uses

Salaries & Benefits	\$ 175,622	\$ 175,622	\$ 351,244
Fee Authorizations	\$ 442	\$ 442	\$ 884
Student Aid, gross	\$ 23,718	\$ 23,718	\$ 47,436
Supplies & Other	\$ 89,522	\$ 89,522	\$ 179,045
Debt Service	\$ 12,384	\$ 12,384	\$ 24,768
<b>Total Uses</b>	<b>\$ 301,688</b>	<b>\$ 301,688</b>	<b>\$ 603,377</b>
<b>Sources Less Uses</b>	<b>\$ (28,616)</b>	<b>\$ (28,616)</b>	<b>\$ (57,232)</b>



# FY 2022 Health System Operating Statement

May 18-20, 2021, Board of Trustees Meetings

	FY 2020 Actual	FY 2021 Forecast	FY 2022 Budget	
<b>\$ in thousands</b>				
<b>Revenue</b>				
Total Operating Revenue	\$ 3,221,064	\$ 3,559,422	\$ 3,685,068	
<b>Total Revenue</b>	<b>\$ 3,221,064</b>	<b>\$ 3,559,422</b>	<b>\$ 3,685,068</b>	
<b>Expenses</b>				
Salaries and Benefits	\$ 1,525,951	\$ 1,578,665	\$ 1,660,641	
Supplies	\$ 363,617	\$ 406,401	\$ 408,781	
Drugs and Pharmaceuticals	\$ 420,152	\$ 469,118	\$ 495,847	
Services	\$ 322,480	\$ 328,973	\$ 356,105	
Depreciation	\$ 170,511	\$ 178,522	\$ 197,374	
Interest	\$ 31,941	\$ 29,721	\$ 27,029	
University Overhead	\$ 65,825	\$ 72,395	\$ 74,708	
Other	\$ 51,313	\$ 55,389	\$ 55,892	
<b>Total Expenses</b>	<b>\$ 2,951,790</b>	<b>\$ 3,119,184</b>	<b>\$ 3,276,377</b>	
<b>Gain/Loss from Operations</b>	<b>\$ 269,274</b>	<b>\$ 440,238</b>	<b>\$ 408,691</b>	
Medical Center Investments	\$ (173,749)	\$ (180,964)	\$ (185,169)	
Income from Investments	\$ 22,272	\$ 22,493	\$ 16,607	
Other Gains (Losses)	\$ 196,218	\$ 24,001	\$ 25,251	
<b>Excess of Revenue over Expenses</b>	<b>\$ 314,015</b>	<b>\$ 305,768</b>	<b>\$ 265,380</b>	
	\$ 125,646	\$ 125,646	\$ 125,646	3.5%
	\$ 81,976	\$ 2,380	\$ 26,729	5.2%
	\$ 27,132	\$ 18,852	\$ (2,692)	0.6%
	\$ 503	\$ 2,313	\$ 503	5.7%
	\$ 157,193	\$ 157,193	\$ 157,193	8.2%
	\$ (31,547)	\$ (31,547)	\$ (31,547)	10.6%
	\$ (4,205)	\$ (5,886)	\$ 1,250	-9.1%
	\$ (40,388)	\$ (40,388)	\$ (40,388)	3.2%
				0.9%
				<b>5.0%</b>
				<b>-7.2%</b>
				2.3%
				-26.2%
				5.2%
				<b>-13.2%</b>

# FY 2022 Health System Operating Statement (Jul – Aug)

	\$ in thousands		
	Jul	Aug	Total
<b>Revenue</b>			
Total Operating Revenue	\$ 304,018	\$ 305,861	\$ 609,879
<b>Total Revenue</b>	<b>\$ 304,018</b>	<b>\$ 305,861</b>	<b>\$ 609,879</b>
<b>Expenses</b>			
Salaries and Benefits	\$ 134,150	\$ 134,422	\$ 268,572
Supplies	\$ 33,724	\$ 33,929	\$ 67,653
Drugs and Pharmaceuticals	\$ 40,907	\$ 41,155	\$ 82,062
Services	\$ 38,622	\$ 36,866	\$ 75,488
Depreciation	\$ 13,816	\$ 13,816	\$ 27,632
Interest	\$ 2,252	\$ 2,252	\$ 4,504
University Overhead	\$ 6,226	\$ 6,226	\$ 12,452
Other	\$ 7,574	\$ 7,574	\$ 15,148
<b>Total Expenses</b>	<b>\$ 277,271</b>	<b>\$ 276,240</b>	<b>\$ 553,511</b>
<b>Gain/Loss from Operations</b>	<b>\$ 26,747</b>	<b>\$ 29,621</b>	<b>\$ 56,368</b>
Medical Center Investments	\$ (15,431)	\$ (15,431)	\$ (30,862)
Income from Investments	\$ 1,827	\$ 1,744	\$ 3,571
Other Gains (Losses)	\$ 2,104	\$ 2,104	\$ 4,208
<b>Excess of Revenue over Expenses</b>	<b>\$ 15,247</b>	<b>\$ 18,037</b>	<b>\$ 33,284</b>

# FY 2022 OSU Physicians Operating Statement

	FY 2020 Actual	FY 2021 Forecast	FY 2022 Budget	\$ Variance	% Variance
<b>Revenue</b>					
Net Patient Revenue	\$ 366,290	\$ 403,274	\$ 434,668	\$ 31,394	7.8%
Other Revenue	\$ 116,889	\$ 130,951	\$ 139,805	\$ 8,854	6.8%
MCI	\$ 101,042	\$ 99,933	\$ 107,737	\$ 7,804	7.8%
<b>Total Revenue</b>	<b>\$ 584,221</b>	<b>\$ 634,158</b>	<b>\$ 682,210</b>	<b>\$ 48,052</b>	<b>7.6%</b>
<b>Expenses</b>					
Provider Salaries & Benefits	\$ 344,296	\$ 382,620	\$ 419,320	\$ 36,700	9.6%
Provider Incentives	\$ 31,469	\$ 23,979	\$ 23,494	\$ (485)	-2.0%
Non-Provider Salaries & Benefits	\$ 113,010	\$ 113,140	\$ 128,453	\$ 15,313	13.5%
Other Expenses	\$ 87,149	\$ 104,463	\$ 107,067	\$ 2,604	2.5%
<b>Total Expenses</b>	<b>\$ 575,925</b>	<b>\$ 624,202</b>	<b>\$ 678,334</b>	<b>\$ 54,132</b>	<b>8.7%</b>
<b>Change in Net Assets</b>	<b>\$ 8,296</b>	<b>\$ 9,956</b>	<b>\$ 3,876</b>	<b>\$ (6,080)</b>	<b>-61.1%</b>

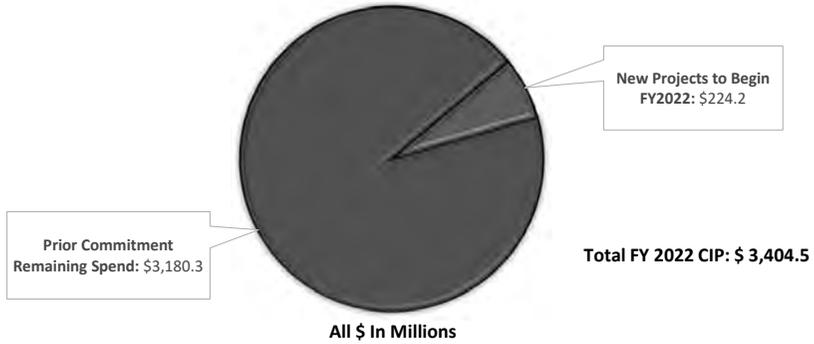


# FY 2022 OSU Physicians Operating Statement (Jul – Aug)

	Jul	Aug	Total
<b>\$ in thousands</b>			
<b>Revenue</b>			
Net Patient Revenue	\$ 34,773	\$ 38,251	\$ 73,024
Other Revenue	\$ 11,184	\$ 12,303	\$ 23,487
MCI	\$ 8,619	\$ 9,481	\$ 18,100
<b>Total Revenue</b>	<b>\$ 54,576</b>	<b>\$ 60,035</b>	<b>\$ 114,611</b>
<b>Expenses</b>			
Provider Salaries & Benefits	\$ 33,546	\$ 36,900	\$ 70,446
Provider Incentives	\$ 1,879	\$ 2,067	\$ 3,946
Non-Provider Salaries & Benefits	\$ 10,276	\$ 11,304	\$ 21,580
Other Expenses	\$ 8,565	\$ 9,422	\$ 17,987
<b>Total Expenses</b>	<b>\$ 54,266</b>	<b>\$ 59,693</b>	<b>\$ 113,959</b>
<b>Change in Net Assets</b>	<b>\$ 310</b>	<b>\$ 342</b>	<b>\$ 652</b>

## ATTACHMENT LXXVIII

### FY2022-2026 Capital Investment Plan



**Table 1 - Prior Commitment - Remaining Spend**

Line	Capital Priority	Projected Capital Expenditures						Total
		FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	
1	A&S - Arts District	50.2	39.3	8.9	-	-	-	98.5
2	A&S - Celeste Lab Renovation	12.8	6.8	1.0	-	-	-	20.7
3	Athletics - Lacrosse Stadium	7.6	10.5	1.2	-	-	-	19.3
4	Bus Adv - Schottenstein Main Roof Replacement	0.2	2.3	3.7	0.3	-	-	6.5
5	Dentistry - Postle Hall Replacement	7.1	10.4	-	-	-	-	17.5
6	EHE - Campbell Hall Renovations/Addition	0.2	3.0	17.0	3.0	0.5	-	23.8
7	Energy Advancement and Innovation Center	11.3	16.5	7.1	-	-	-	34.8
8	Engineering - BMEC Phase 2	0.2	7.0	3.0	-	-	-	10.2
9	Engineering - Bus Testing Facility	0.2	1.4	5.3	5.3	2.9	-	15.0
10	FAES - Cntrld Env Food Prdxn Res Cmplx (Construct)	14.5	12.0	2.0	-	-	-	28.5
11	FOD - Cannon Drive Relocation - Ph. 2	1.5	6.7	21.3	20.3	2.7	-	52.5
12	FOD - RDM Instructional Sciences	4.7	2.5	-	-	-	-	7.3
13	Interdisciplinary Health Sciences Center	45.0	65.0	21.0	-	-	-	131.0
14	Interdisciplinary Research Facility	78.0	80.0	42.7	-	-	-	200.7
15	Libraries - Library Book Depository Ph. 3	2.3	8.9	3.8	-	-	-	15.1
16	Nursing - Newton Hall Renovation and New Nursing Building	10.2	10.1	2.1	-	-	-	22.4
17	Pharmacy - Parks Hall Fume Hood Renovations	0.2	2.5	4.0	0.3	-	-	7.0
18	SL - Rec Sports - Coffey Road Turf Field	2.3	5.2	-	-	-	-	7.5
19	VetMed - Frank Stanton Veterinary SOC Clinic	4.2	1.1	-	-	-	-	5.3
20	West Campus Infrastructure Phase 1	7.6	9.0	0.5	-	-	-	17.1
21	WMC - Dodd - Parking Garage	14.1	12.9	2.0	-	-	-	29.0
22	WMC - Inpatient Hospital	278.3	350.0	325.0	300.0	158.4	153.9	1,565.7
23	WMC - Outpatient Care Dublin	53.8	60.6	10.0	-	-	-	124.4
24	WMC - Outpatient Care New Albany	42.0	5.4	-	-	-	-	47.4
25	WMC - Outpatient Care West Campus	101.6	126.7	43.4	10.9	-	-	282.6
26	WMC - Ross OR Expansion	2.3	4.0	1.0	-	-	-	7.3
27	Roll Up Other Projects	122.7	178.5	70.9	11.4	-	-	383.4
28	<b>Subtotal</b>	<b>875.2</b>	<b>1,038.3</b>	<b>597.0</b>	<b>351.5</b>	<b>164.5</b>	<b>153.9</b>	<b>3,180.3</b>

## FY2022-2026 Capital Investment Plan

**Table 2 - New Projects Beginning in FY2022**

Line	Capital Priority	Projected Capital Expenditures						
		FY 2022	FY 2023	FY2024	FY2025	FY2026	FY2027+	Total
1	Anticipated Spend for CIP Changes	0.2	3.1	6.0	0.7	0.0	0.0	10.0
2	Roll up of Small Infrastructure RDM Projects	2.0	9.7	7.9	4.0	0.6	0.0	24.1
3	Small Programmatic Cash Ready	2.7	6.2	3.8	0.3	0.0	0.0	13.0
4	WMC - Roll up of Multiple Cash Ready	2.7	12.8	44.8	49.5	44.2	18.1	172.1
5	New Major Projects							
6	NURS - Newton Hall Renovation and New Nursing Bldg Incr.	2.6	2.6	0.0	0.0	0.0	0.0	5.1
7	Subtotal	10.1	34.3	62.4	54.5	44.8	18.1	224.2

**Table 3 - Funding for New Projects by Project Type & Funding Source**

Line	Unit Type	Local	University Debt	Fundraising	Subtotal	% by Unit
1	Academic Support	52.9	0.0	3.0	55.9	24.9%
2	Athletics	4.4	0.0	0.0	4.4	2.0%
3	Infrastructure	7.3	1.1	0.0	8.4	3.8%
4	Regional Campuses	0.2	0.0	0.3	0.5	0.2%
5	Student Life	16.0	0.0	0.0	16.0	7.1%
6	Wexner Medical Center	139.0	0.0	0.0	139.0	62.0%
7	Subtotal	219.8	1.1	3.3	224.2	100.0%
8	% By Fund Source	98.0%	0.5%	1.5%	100.0%	

**BACKGROUND**

**TOPIC:** Approval of Fiscal Year 2022 Ohio State Energy Partners Utility System Interim Capital Improvements Plan

**CONTEXT:** Pursuant to 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 and 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 Projects (“EXP”): EXP projects are to expand the capacity of the campus utility systems or to extend the campus utility systems to new campus facilities.
3. Energy Conservation Measure Projects (“ECM”): ECM projects are capital improvements that improve the energy efficiency of the Columbus campus buildings, utility plants, and utility distribution networks.

**SUMMARY:**

Midwest Campus Heating and Cooling Building Conversion 79-22-EXP

Scope: Design the conversion from steam to heating hot water and the connections of Midwest campus buildings to the Combined Heat and Power Plant and District Heating and Cooling system. The replacement of in-building systems, including humidification, domestic hot water, and process steam systems will be evaluated during the design phase. The included buildings are: Schottenstein Center; Agricultural Administration; Agricultural Engineering; Veterinary Medical Center; Veterinary Medical Academic Building; Goss Laboratory; Galbreath Equine Center; Parker Food Science & Technology; Sisson Hall; Howlett Hall and Howlett Greenhouses Headhouse; and Kottman Hall. The estimated total project cost includes university scope and costs for abatement and equipment removal to be performed by OSEP.

Design Only Cost Request: \$ 1.108 M

<b>Project Cost Breakdown</b>	<b>Cost</b>
FY 2022 – Design Cost	\$ 1.108 M
FY 2023 – Construction estimate	\$ 3.932 M
FY 2024 – Construction estimate	\$ 3.285 M
FY 2025 – Construction estimate	\$ 2.264 M
FY 2026 – Construction estimate	\$ 3.360 M
<b>Estimated Total Project Cost</b>	<b>\$ 13.949 M</b>

Equine Performance Evaluation Arena Utility Systems 85-22-EXP

Scope: Design the relocation of existing utility system electrical and natural gas infrastructure. Confirm the existing utility service to the Galbreath Equine Center is adequate to serve the new Equine Performance Improvement Arena.

Design Only Cost Request: \$ 198,000

<b>Project Cost Breakdown</b>	<b>Cost</b>
FY 2022 – Design Cost	\$ 0.198 M
FY 2023 – Construction Estimate	\$ 0.723 M
<b>Estimated Total Project Cost</b>	<b>\$ 0.921 M</b>

Relocated Greenhouse Natural Gas Service 120-22-EXP

Scope: Construction of natural gas utility service to serve two existing and two new hoop structure greenhouses located to the west of the Nationwide & Ohio Farm Bureau 4-H Center on Fred Taylor Dr. Approval at this time is required to maintain schedule alignment with the university's project (OSU 200437) which is constructing the new greenhouses.

Construction Cost Request: \$ 89,000

<b>Project Cost Breakdown</b>	<b>Cost</b>
FY 2022 – Construction Cost	\$ 0.089 M
<b>Total Project Cost</b>	<b>\$ 0.089 M</b>

Biomedical and Materials Engineering Complex, Phase 2 Utility Systems 121-22-EXP

Scope: Design of the relocation and/or construction of new utility systems necessary to serve renovated and/or expanded buildings included in the University's BMEC Phase 2 project (OSU-210274). Design approval at this time is necessary to align the utility systems design with the university's design schedule.

Design Only Cost Request: \$ 204,000

<b>Project Cost Breakdown</b>	<b>Cost</b>
FY 2022 – Design Cost	\$ 0.204 M
FY 2023 – Construction Estimate	\$ 0.834 M
FY 2024 – Construction Estimate	\$ 0.850 M
<b>Estimated Total Project Cost</b>	<b>\$ 1.888 M</b>

**REQUESTED OF THE MASTER PLANNING AND FACILITIES AND THE AUDIT, FINANCE AND INVESTMENT COMMITTEES:** Approval of the resolution.

ATTACHMENT LXXIX



# 2021-2022 Academic Year Tuition & Mandatory Fees

Michael Papadakis, Senior Vice President and CFO  
Kris Devine, Deputy CFO & Vice President of Operations

Audit, Finance & Investment Committee Meeting | May 20, 2021

## Background: Affordability at Ohio State

### Controlling Tuition

- Since FY18, incoming in-state students benefit from the Ohio State Tuition Guarantee
  - Provides predictability for each entering cohort by locking rates for four years
- University has frozen base tuition and fees for existing in-state students since 2012-13
  - Number one flagship for lowest in-state increases over the past decade
  - Six straight classes of resident students will graduate this spring with no tuition & fee increases

### Expanding Aid

- More than \$200 million in additional need-based financial aid supporting 45,000 students since FY15
  - Buckeye Opportunity Program covers tuition and fees for Ohio Pell-eligible students
  - 15,000 President's Affordability Grants for low- and middle-income Ohioans
  - Land Grant Opportunity Scholarships doubled, starting in Autumn 2018

# Summary of Proposed Tuition and Fees for FY 2022

## Undergraduate

Proposed Freezes	Rate Increase
Resident (base) tuition & fees – continuing undergraduate students	0% - No Change
Program, course and technology fees	
International surcharge	
Proposed Increases	Rate Increase
Resident (base) tuition & fees – incoming first year undergraduates (to be frozen for four years under Tuition Guarantee)	3.8% tuition & general fee (Cap - 2.0% + CPI (36-month average) - 1.8%); 0% other fees
Non-resident surcharge	5.0% or \$1,099
Non-resident surcharge (all online)	\$19,493
Housing	2.5%
Dining	2.5%
Student health insurance	1.0% (pass through/private vendor)

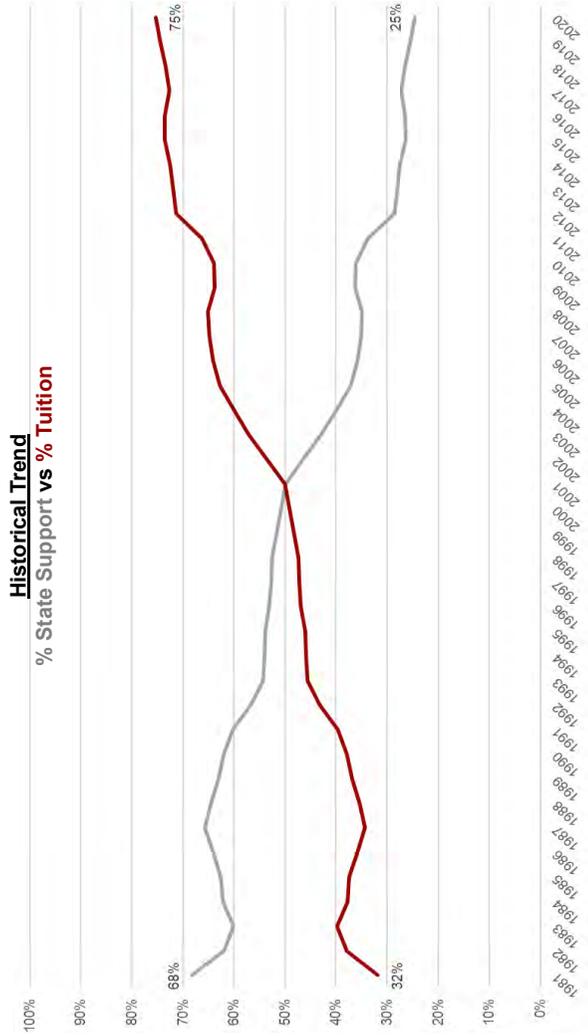
## Graduate / Professional

Fees	Proposal
Tuition/fees for resident graduate students	0% - No Change
Professional School differential fees	9 programs seek changes 2 new programs also seek a fee
Business: SMB Analytics	Reduce differential to increase enrollment
Pharmacy	Reduce non-resident surcharge for ranks 2-4 (non-first year students) to \$5
Dentistry: Clinic fees	Fund pre-clinical and clinical costs

# Undergraduate Tuition

## ***What impacts the need for tuition increase?***

- Resident tuition frozen from FY 2013 – FY 2017
- FY18 Tuition Guarantee implemented, resident tuition increases are only applied to the incoming cohort (Marginal Revenue ~\$4M)



# Summary: Undergraduate Tuition & Fees for FY 2022

	Freshmen	Continuing Students	Notes
Base tuition	3.8% frozen for 4 years (Tuition Guarantee)	0%	Cap – 2.0% + CPI (36-month average) – 1.8%
Non-resident surcharge	5.0%		Peer comparisons/competition for students and faculty
International surcharge	0%		Last increased in 2017
Program, course and technology fees	0%		70% of course fees eliminated in Spring 2019

## COST COMPARISONS\* – TOTAL TUITION AND MANDATORY FEES FOR INCOMING FRESHMEN

	FY 2022	Change	Comparison to FY 2021 peers (1=most affordable)
Ohio residents	\$11,936	\$418	7 <sup>th</sup> in Big Ten (same as FY 2021) 2 <sup>nd</sup> among Ohio's six selective universities
U.S. non-resident	\$35,019	\$1,517	7 <sup>th</sup> in Big Ten (6 <sup>th</sup> FY 2021)
International	\$37,947	\$1,517	9 <sup>th</sup> in Big Ten (8 <sup>th</sup> FY 2021)

\*Rates shown are for Columbus campus

## Reassessment of market pricing for traditional non-resident students who are fully online for a semester

### Resident tuition is the same regardless of whether you are in-person or taking your courses fully online

- Prior to COVID, 1% of our traditional students took 100% of their courses fully online, and as such the difference in the non-resident surcharge of \$5 vs. the traditional non-resident surcharge was not significant
- COVID impacted our online delivery substantially with 49-54% of our non-resident students fully online (Fall/Spring)
- We assessed what our pricing structure should be moving forward for traditional non-resident students who are fully online in any semester by benchmarking two different markets – the Big Ten and fully online programs
  - Only two members of the Big Ten have differentiated pricing for traditional non-resident students who are fully online vs. traditional pricing
  - After consideration, fully online programs are not the right market comparison for traditional non-resident students who are fully online for a semester or academic year

# Undergraduate Online Non-Resident Tuition & Fees

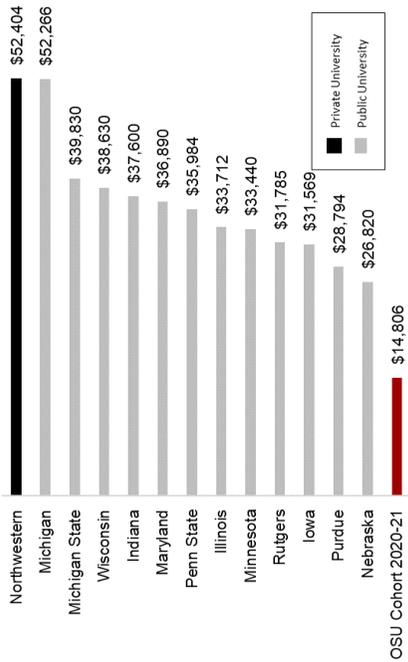
## Traditional Students enrolled in all online courses over an entire semester

- Only two Big Ten universities outside of OSU have adjusted rates for traditional students who are enrolled in all online courses over an entire semester
- Northwestern adjusted their non-resident surcharge (10% discount)
- Rutgers discounted mandatory fees by 15%

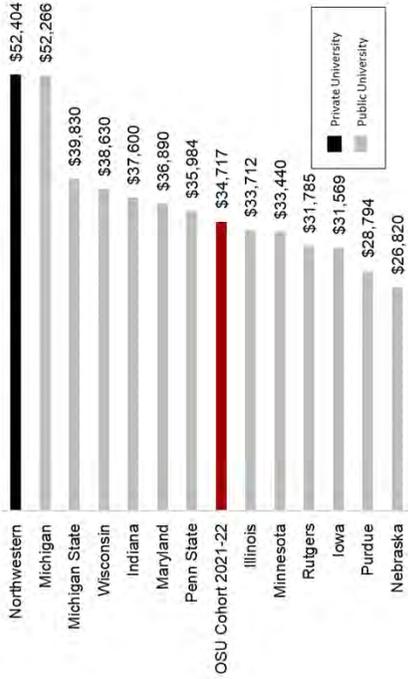
1824

All Comparisons show Peers' FY 2021 Rates

BIG10 - Current Online Non-Resident Tuition



BIG10 - Proposed Online Non-Resident Tuition



# Summary: Undergraduate Online Tuition & Fees for FY 2022

## Students enrolled in all online courses over an entire semester

	Freshmen	Continuing Students	Notes
Base tuition	3.8% frozen for 4 years (Tuition Guarantee)	0%	Cap – 2.0% + CPI (36-month average) – 1.8%
Non-resident surcharge	\$19,493		Market analysis completed and only two Big Ten universities outside of OSU have adjusted rates for traditional students

1825

### COST COMPARISONS\* – TOTAL TUITION AND MANDATORY FEES FOR FRESHMEN

	FY 2022	Change	Comparison to FY 2021 peers (1=most affordable)
Ohio residents	\$11,634	\$418	7 <sup>th</sup> in Big Ten (same as FY 2021)
U.S. non-resident	\$34,717	\$19,911	7 <sup>th</sup> in Big Ten (1 <sup>st</sup> in FY 2021)
International	\$37,645	\$19,911	7 <sup>th</sup> in Big Ten (1 <sup>st</sup> in FY 2021)

\*Rates shown are for Columbus campus

# Graduate and Professional Tuition and Fees

## Graduate/Professional Proposals for FY 2022

- The Board of Trustees has traditionally supported our market-based pricing recommendations

Fees	Proposal
Tuition/fees for resident graduate students	0% - No Change
Professional school differential fees	9 programs seek changes; 2 new programs also seek a fee
Business: SMB - Analytics	Reduce differential to increase enrollment
Pharmacy	Reduce non-resident surcharge for ranks 2-4 (non-first year students) to \$5
Dentistry: Clinic fees	Fund pre-clinical and clinical costs



# FY 2022 Proposed Differential Fees

DIFFERENTIAL FEES ARE SHOWN AT THE PER-SEMESTER RATE, SCHEDULE VARIES BY PROGRAM

College	Fee Name	Current	Proposed	Proposed Increase	Proposed Increase %	Non-Resident: Current	Non-Resident: Proposed	Non-Resident: Proposed Increase
Dentistry	Dentistry - Rank 1	\$19,260	\$20,032	\$772	4.0%	\$21,846	\$22,501	3.0%
	Dentistry - Ranks 2-4	\$16,520	\$16,852	\$332	2.0%	\$19,372	\$19,953	3.0%
Engineering	Master of Engineering Management (MEM)	\$8,352	\$8,560	\$208	2.5%	\$200	\$200	0.0%
	Master Global Engineering Leadership (MGEL)	\$8,352	\$8,560	\$208	2.5%	\$200	\$200	0.0%
Fisher College of Business	Specialized Master in Business - Analytics	\$17,410	\$13,666	-\$3,744	-21.5%	\$200	\$200	0.0%
	Working Professional MBA - Online	N/A	\$12,592	N/A	N/A	N/A	\$200	N/A
Law	Law - Doctor of Jurisprudence (J.D.)	New program	\$15,910	New program	New program	New program	\$7,626	New program
	Law - Master in Study of Law (MSL) - Part time	\$15,598	\$15,910	\$312	2.0%	\$7,626	\$7,626	0.0%
	Law - Master in Study of Law (MSL) - Full time	\$8,092	\$7,176	-\$916	-11.3%	\$7,626	\$7,626	0.0%
Medicine	Medicine - Rank 1	N/A	\$14,691	New program	New program	N/A	\$7,626	N/A
	Medicine - Rank 2	New program	\$15,062	\$222	1.5%	New program	\$12,460	New program
	Medicine - Rank 3	\$14,840	\$15,118	\$278	1.9%	\$12,460	\$12,460	0.0%
Pharmacy	Pharmacy Ranks 1	\$14,840	\$14,967	\$127	0.9%	\$12,460	\$12,460	0.0%
	Pharmacy Ranks 2-4	\$12,164	\$12,650	\$486	4.0%	\$13,013	\$13,664	5.0%
Veterinary Medicine	Veterinary Medicine Rank 1	\$12,164	\$12,650	\$486	4.0%	\$13,013	\$5	-100.0%
	Veterinary Medicine Ranks 2-4	\$16,084	\$16,405	\$321	2.0%	\$19,668	\$20,061	2.0%
		\$16,084	\$16,405	\$321	2.0%	\$5	\$5	0.0%

ATTACHMENT LXXX



**Overall Progress**  
from 10/1/2016 to 3/31/2021  
Time Elapsed: 64%



The Ohio State University

Inspiring 1,000,000 Donors

Raising \$4,500,000,000

**573,053**

**\$2,414,241,169**

Fundraising Progress

Metric	Received to Date	Goal	% of Goal	\$ from Goal	Target	% of Target	\$ from Target
New Fundraising Activity	\$2,414.24M	\$4,500.00M	54%	(\$2,085.76M)	\$2,592.72M	93%	(\$178.48M)
Endowment	\$493.04M	\$875.00M	56%	(\$381.96M)	\$504.14M	98%	(\$11.10M)
Capital	\$252.65M	\$718.50M	35%	(\$465.85M)	\$323.21M	78%	(\$70.56M)



New Fundraising Activity current target of 58% of goal based on 8.65% annual growth from FY2017 through FY2023  
 Endowment current target of 58% of goal based on 8.65% annual growth from FY2017 through FY2023  
 Capital current target of 45% of goal based on scheduled approval of capital projects



**Total New Fundraising Activity**  
 from 10/1/2016 to 3/31/2021  
 Time Elapsed: 64%



The Ohio State University

Raising \$4,500,000,000

Received to Date	Goal	% of Goal	\$ from Goal	Target	% of Target	\$ from Target
\$2,414.24M	\$4,500.00M	54%	(\$2,085.76M)	\$2,592.72M	93%	(\$178.48M)



Current Target: 58% of goal

Donor Type Summary

	Donors	%	Received to Date	%
Individuals	138,209	24.12%	\$616,812,715	25.55%
Alumni				
Other Individuals	408,982	71.37%	\$349,235,444	14.47%
Total	547,191	95.49%	\$966,048,160	40.01%
Organizations	17,187	3.00%	\$665,957,642	27.58%
Corporations	3,599	0.63%	\$453,344,790	18.78%
Foundations	5,076	0.89%	\$328,890,577	13.62%
Other Organizations				
Total	25,862	4.51%	\$1,448,193,009	59.99%
Grand Total	573,053	100.00%	\$2,414,241,169	100.00%

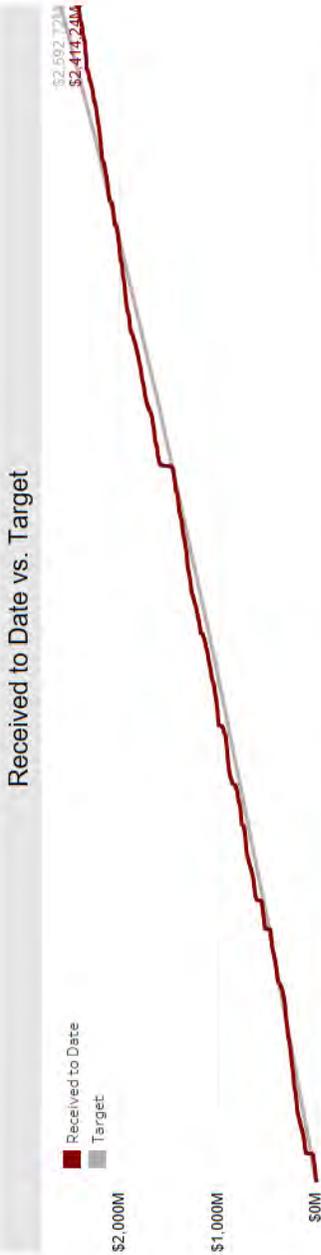




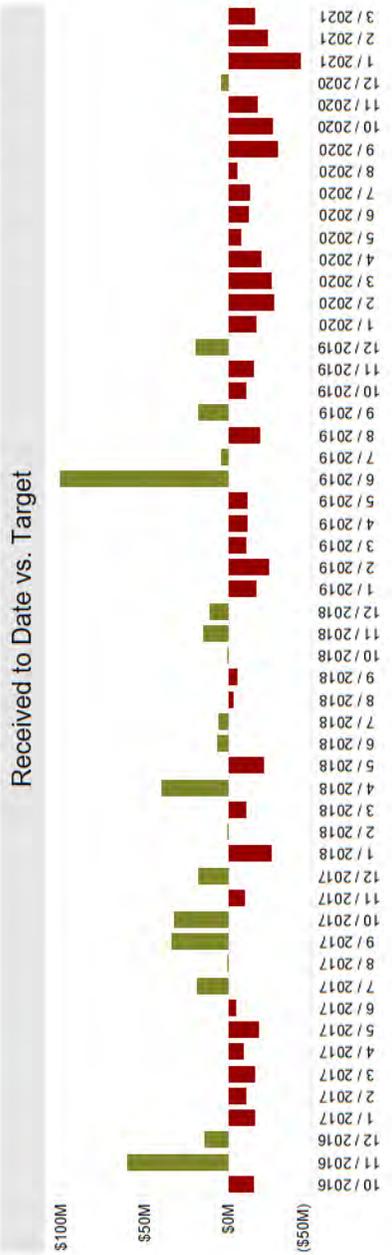
**New Fundraising Activity over Time**  
 from 10/1/2016 to 3/31/2021  
 Time Elapsed: 64%

THE OHIO STATE UNIVERSITY

The Ohio State University



Current Target: 58% of goal





**Total Endowment**  
from 10/1/2016 to 3/31/2021  
Time Elapsed: 64%



The Ohio State University

Raising \$875,000,000

Received to Date	Goal	% of Goal	\$ from Goal	Target	% of Target	\$ from Target
\$493.04M	\$875.00M	56%	(\$381.96M)	\$504.14M	98%	(\$11.10M)



Current Target: 58% of goal

Donor Type Summary

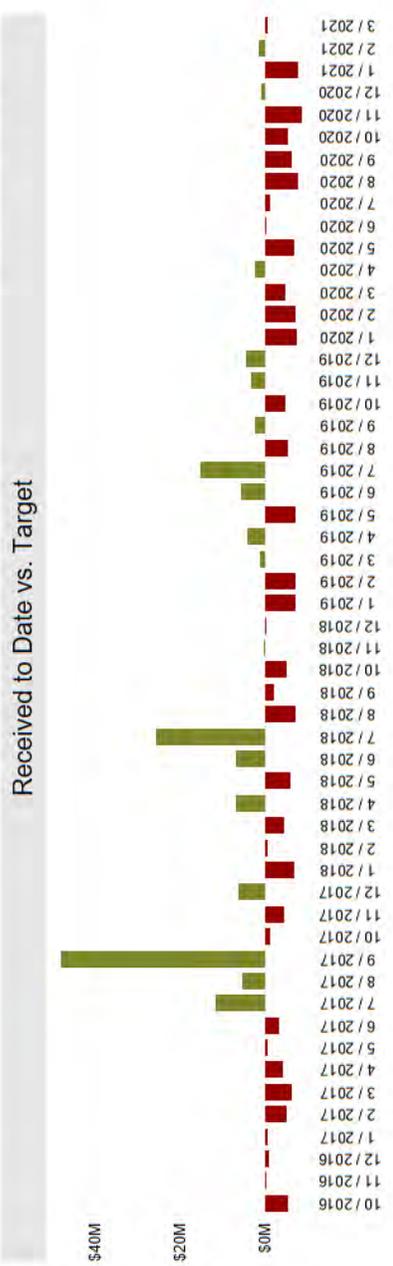
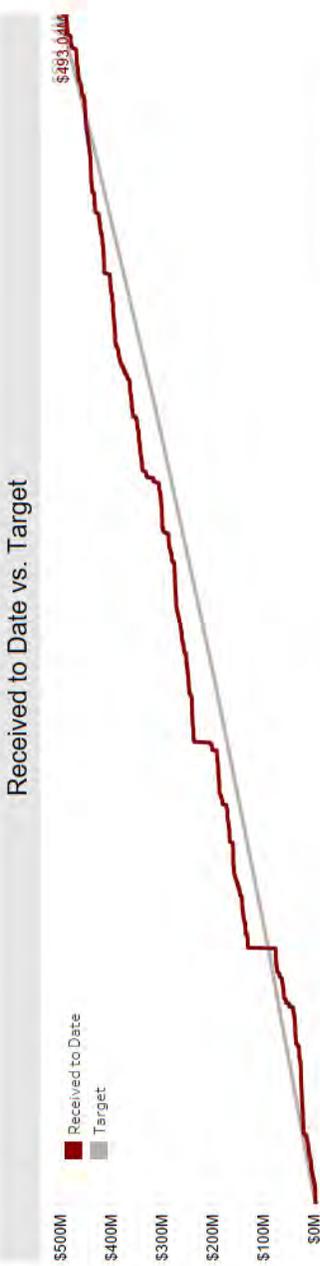
	Donors	%	Received to Date	%
Individuals	19,927	45.42%	\$288,737,514	58.56%
Other Individuals	21,316	48.59%	\$82,146,255	16.66%
Total	41,243	94.02%	\$370,883,769	75.22%
Organizations	1,167	2.86%	\$63,903,940	12.96%
Corporations	638	1.45%	\$51,741,483	10.49%
Other Organizations	820	1.87%	\$6,507,057	1.32%
Total	2,625	5.98%	\$122,152,480	24.78%
Grand Total	43,868	100.00%	\$493,036,249	100.00%



\$50M \$100M \$150M \$200M \$250M  
Received to Date

**Endowment over Time**  
 from 10/1/2016 to 3/31/2021  
 Time Elapsed: 64%

The Ohio State University





**Total Capital**  
from 10/1/2016 to 3/31/2021  
Time Elapsed: 64%



The Ohio State University

Raising \$718,500,000

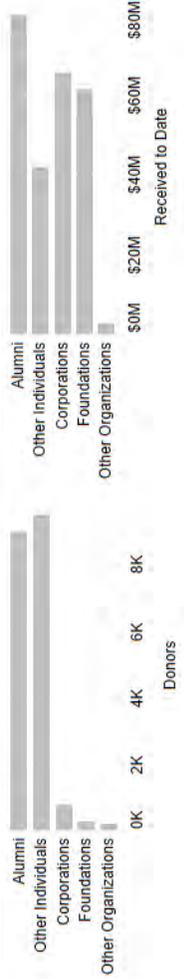
Received to Date	Goal	% of Goal	\$ from Goal	Target	% of Target	\$ from Target
\$252.65M	\$718.50M	35%	(\$465.85M)	\$323.21M	78%	(\$70.56M)



Current Target: 45% of goal

Donor Type Summary

	Donors	%	Received to Date	%
Individuals	9,006	45.40%	\$80,054,509	31.69%
Other Individuals	9,494	47.86%	\$42,132,644	16.68%
Total	18,500	93.25%	\$122,187,153	48.36%
Organizations	814	4.10%	\$65,734,086	26.02%
Foundations	307	1.55%	\$61,588,776	24.38%
Other Organizations	218	1.10%	\$3,139,474	1.24%
Total	1,339	6.75%	\$130,462,335	51.64%
Grand Total	19,839	100.00%	\$252,649,489	100.00%



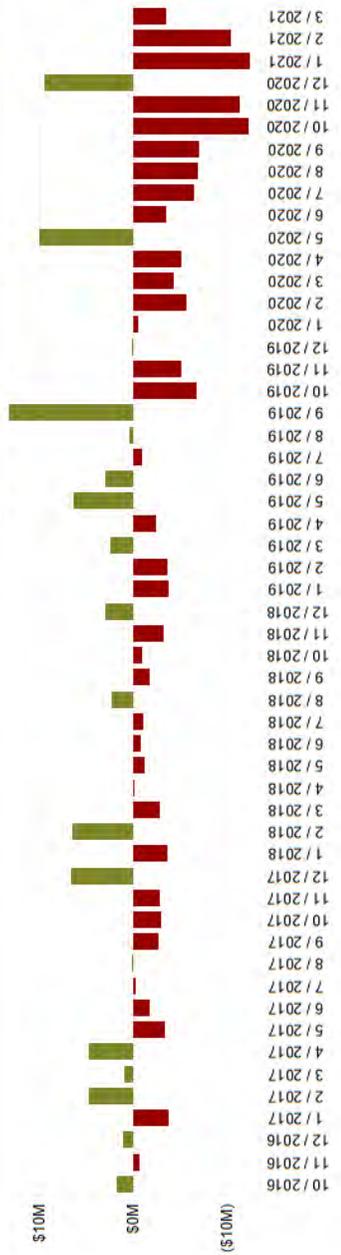
**Capital over Time**  
 from 10/1/2016 to 3/31/2021  
 Time Elapsed: 64%

The Ohio State University



Current Target: 45% of goal

**Received to Date vs. Target**



# Tomorrow's audit, today: our 2021 audit plan



## Audit Objective and Deliverables

- Consistent with the prior year: will likely conduct much of the audit in a virtual environment

## Significant risk

- Management override of controls

## Other areas of audit focus

- Valuation of contractual allowance and bad debt reserves
- Valuation of certain alternative investments
- Accounting and reporting for actuarially determined estimates (pension and post employment benefit liabilities)
- Accounting for the receipt of grant awards under the CARES Act or other governmental funding programs

## Key events and transactions

- Implementation of Workday
- Receipt of Higher Education Emergency Relief and Provider Relief Funds in conjunction with the CARES Act, and other federal funding during FY 2021.
- Implementation of new GASBs (3), if material
- Other significant unusual transactions outside the normal course of business, if any

## Estimated materiality

- Primary Institution: \$195M overall / \$19.5M De Minimis
- Discretely Presented: \$11.5M Overall / \$1.2M De Minimis
- Separate materiality thresholds established for stand-alone audits

## Scoping

- Full Scope: General University, Health System, OSU Physicians
- Limited Scope: Transportation Research Center, Campus Partners, SciTech
- Out of Scope: Dental Faculty Practice

## Other required communications

- Independence
- Perspectives on fraud
- Illegal acts, fraud or non-compliance with laws and regulations
- Issues discussed with management prior to appointment
- Other material written communications

## Our continued commitment

- Responsiveness, timeliness and transparency
- Experienced team, perspectives and insights
- Quality, innovation, diversity and inclusion

## ATTACHMENT LXXXI

Delivering  
exceptional quality

Through our unique  
combination  
of people and  
technology

Rooted in our core values



Make a difference



Work together



Reimagine the possible



Care



Act with integrity



**Date:** April 26, 2021  
**To:** The Ohio State University Audit, Finance & Investment Committee  
**From:** Christa Dewire, Audit Partner  
**Subject:** External Audit – FY21 Audit Plan

**Purpose**

To provide the Committee with an overview of our audit approach for the external audit of the University’s financial statements as of and for the fiscal year ended June 30, 2021, as well as share certain other Committee-level communications required by professional auditing standards.

**Committee Action**

No action needed.

**Executive Summary**

Our report to the Committee highlights key aspects of our audit approach (including our objectives, risk assessment, scoping, materiality, deliverables, and timeline) as well as our continued commitment to the University.

- There are no significant changes in our audit objectives, scope of services, risk-based approach, deliverables or timeline. We will continue to use Parns & Company LLC in a direct assistance capacity, as required under our contract with the Auditor of State.
- We have performed a preliminary risk assessment and have identified one significant risk where we will place increased audit emphasis: *Risk of management override of controls*. This is a presumed significant risk on all our audits.
- Additional areas of focus for the current fiscal year audit include valuation of contractual allowance and bad debt reserves, valuation of certain alternative investments, as well as accounting and reporting of pension and post-employment benefit liabilities. The implementation of Workday (Finance and HR modules) will also impact the nature, timing and extent of testing performed by our information technology specialists, as well as our core audit team.
- We will keep the Committee informed of significant changes in our Audit Plan as fieldwork progresses.
- We remain committed to providing accessible, experienced team members; delivering a “no surprises” audit; providing relevant and timely technical advice; and sharing our independent views and perspectives on matters arising from our audit work.
- Other matters we are required to bring to the Committee’s attention are included within our materials.

## ATTACHMENT LXXXII

### THE OHIO STATE UNIVERSITY

**TOPIC:** Fiscal Year 2021 Interim Financial Report – March 31, 2021

**CONTEXT:** The purpose of this report is to provide an update of financial results through the third quarter of fiscal year 2021.

#### FINANCIAL SUMMARY

Our overall financial position remains strong. Our size, diversity of operations, and discipline enabled us to retain fiscal strength during this unprecedented disruption. Even through difficult circumstances, the third quarter of fiscal year 2021 is outperforming fiscal year 2020, driven primarily by strong investment performance and a positive margin at the Health System from increased patient volumes. Declines in academic and auxiliary revenues and increases in COVID related expenses are being offset by a combination of cost reductions and federal assistance. Specific impacts include:

- A decline in net tuition and fee revenue of \$109 million for the 2020/2021 academic year, as compared to the prior academic year, due to many students moving to an entirely virtual schedule.
- A decline in auxiliary revenues of \$159 million, reflecting lower occupancy for student housing and dining due to an intentional de-densification for safety, the cancellation of event rentals, a postponed and shortened football season with no ticket sales 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 \$61 million for the nine months ending March 31, 2021.
- Implementation of financial controls, including a hiring pause and business-essential only spend, resulting in a reduction of university spend of \$156 million. We will continue to monitor cost reduction progress compared to the \$175 million University target.

The year-to-date increase in net position was \$1,277 million compared to prior year's decrease of \$59 million. The increase is primarily due to a \$1,372 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 \$109 million or 13%, to \$713 million over the same period of fiscal year 2020, due primarily to a decrease in gross tuition of \$117 million. Gross tuition decreased \$51 million for Autumn semester, \$64 million for Spring semester, and \$2 million for Summer semester. Autumn and Spring tuition decreased primarily due to decreases in non-resident fees resulting from out-of-state students choosing all on-line instruction.

*Grants and contracts* - increased \$12 million, or 2%, to \$598 million, due primarily to increases in federal grants of \$8 million and private grants of \$10 million, offset by decreases in state and local grants of \$6 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 an 13% decrease in non-federal awarded dollars.

*Gifts* - decreased \$41 million over prior year due primarily to decreases in current use gifts of \$42 million and permanent endowment gifts of \$3 million, offset by increases in private capital gifts of \$4 million.

*Sales and services of auxiliary enterprises* - decreased \$159 million due primarily to revenue losses associated with the postponement of fall sports of \$84 million, decreases in Student Life housing and dining revenues of \$56 million, and decreases in Business Advancement (Schottenstein Center, Blackwell, and Fawcett Center) revenues of \$17 million.

*Educational departments* - decreased \$11 million, reflecting reductions in revenues across multiple departmental earnings operations caused by the COVID-19 pandemic.

*Sales and services of the OSU Health System and OSU Physicians, Inc* - increased \$199 million to \$3,299 million. Health System revenues increased \$180 million primarily due to increases for surgical volumes and outpatient visits compared to prior years. This contributed to improved operating revenue per adjusted admission of 10.4% above prior year. OSU Physicians experienced a similar trend with a year over year increase of \$19 million.

*CARES (Coronavirus Aid, Relief, and Economic Security) Act assistance* – increased \$93 million due to the receipt of \$42 million from Federal pass-through funds from the State of Ohio, \$26 million CARES Institutional grant, \$23 million for Emergency aid to students, \$611 thousand in CARES mental health support, and \$865 thousand for College of Dentistry and regional campuses.

#### Expenses

*University* - expenses of \$2,047 million for the nine months ending March 31, 2021 decreased \$12 million 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 \$3 million compared to 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. These savings were offset by an increase of \$48 million in operational expenses in response to COVID-19. Salaries and benefits decreased \$5 million due to the expenditures controls that temporarily paused the annual merit compensation increase process and instituted pauses in hiring and off-cycle salary increases on April 1, 2020. Scholarship expense decreased \$4 million due to a decrease in student tuition.

*OSU Health System and OSU Physicians* - expenses of \$2,799 million for three quarters of fiscal year 2021 increased \$49 million, or 2%, 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 lower than budgeted FTEs and physician fees.

*Auxiliary* - expenses of \$208 million for the nine months ending March 31, 2021 decreased \$65 million, or 24%, compared to the same period of fiscal year 2020 primarily due to decreases in Athletics of \$35 million, Student Life of \$20 million, and Business Advancement of \$10 million. The declines in expense are offset by increased costs due to COVID of \$9 million for Student Life and \$4 million for Athletics and Business and Advancement.

**Cash and Investments**

Total university cash and investments increased \$1,542 million, to \$10,730 million on March 31, 2021, compared to the same period of last year primarily due to the increase in the Long-Term Investment Pool of \$1,485 million. Total cash and temporary investments increased \$50 million, to \$4,063 million on March 31, 2021, compared to March 31, 2020 primarily due to positive Health System margins. Gifted endowment and long-term investments increased \$1,491 million, to \$6,666 million on March 31, 2021 primarily due to increases in the fair value of investments in the Long-Term Investment Pool. Additional details are provided below.

**Inventories and Prepaid Expenses**

Total inventories and prepaid expenses increased \$53 million, to \$256 million by March 31, 2021, primarily due to purchases of Personal Protective Equipment (PPE) related to COVID-19, increases in pharmaceutical inventories, rent paid in advance to Campus Partners for construction in progress on the new WOSU building, and growth in prepayments for preventive maintenance contracts.

**Pledges Receivable**

Pledges receivable increased \$40 million, to \$138 million, primarily due to new pledges for capital projects and an increase in current-use gifts.

**Long-Term Investment Pool and Temporary Investments**

For the nine months ending March 31, 2021, the fair value of the university's Long-Term Investment Pool increased \$1,074 million to \$6,361 million. Changes in total valuation compared to prior year are summarized below:

	2021	2020
Fair Value at June 30	\$ 5,287,131	\$ 5,256,759
Net principal additions	181,785	129,417
Change in fair value	1,039,013	(372,081)
Income earned	98,530	90,032
Distributions	(186,663)	(174,979)
Expenses	(58,679)	(53,029)
Fair Value at end of March	<u>\$ 6,361,117</u>	<u>\$ 4,876,119</u>

Net principal additions include new endowment gifts (\$42.8 million), reinvestment of unused endowment distributions (\$1.1 million), and other net transfers of University monies (\$135.7 million with the majority, \$125 million, to the Expense Repayment Endowment to defray lump sum expenses). 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 March 31, 2021. Income earned includes interest and dividends and is used primarily to help fund distributions. Expenses include investment management expenses (\$43.4 million), University Development related expenses (\$14.7 million) and other administrative related expenses (\$0.6 million).

**LTIP Investment Returns**

For the nine months ending March 31, 2021, the LTIP earned a net of investment return of 20.69% versus a Policy Benchmark of 18.80%, resulting in outperformance of 1.89%. During that period, our Global Equities returned 28.95%, followed by Real Assets at 6.49% and Global Fixed Income at 5.69%.

The comparable nine months ending March 31, 2020, saw a net of investment return of -6.16% versus a Policy Benchmark of -7.52%, resulting in outperformance of 1.36%. During that period, our Global Fixed Income returned 4.05%, followed by Real Assets at 1.72% and Global Equities at -11.20%.

**Temporary Investments**

For the nine months ending March 31, 2021, (FYTD) the Intermediate Investments earned a return of 1.68% (+\$18.2 million) outperforming the Bank of America ML 1-3 Year US Gov't/Credit benchmark (+0.47%) by 1.21%. Short-term Investments earned 0.77% (+\$4.8 million) outperforming the 90 Day T-Bill benchmark (+0.07%) by 0.70%.

The comparable nine months ending March 31, 2020, saw Intermediate Investments earn a return of 0.81% (+\$7.9 million). Short-term Investments returned 0.51% (+\$3.1 million) for this same period.

**Medicare Advance Payment Program**

The Health System and OSU Physicians received \$275 million and \$13 million, respectively, under the Medicare Accelerated and Advance Program to provide necessary funds to providers and suppliers due to the COVID-19 disruption in claims submissions and/or claims processing.

**Long-term Bonds Payable, Subject to Remarketing and Bonds, Notes and Lease Payables**

In June 2020, the university issued \$186 million in Series 2020A fixed rate bonds to refund \$227 million of its variable rate bonds.

**Cash Flows**

Cash used by operating activities was \$205 million for the three quarters of fiscal year 2021, compared with net cash used by operating activities of \$94 million for the same period in fiscal year 2020. The decrease in operating cash flows is due primarily to decreased receipts for tuition, grants, auxiliary and departmental sales of \$161 million offset by decreases in payments to employees and vendors of \$63 million.

Cash provided by noncapital financing activities was \$687 million for the three quarters of fiscal year 2021, compared with \$581 million for the same period in fiscal year 2020. The increases are primarily due to increases in CARES assistance of \$93 million and state appropriations of \$46 million, offset by decreases in current use gift receipts.

Net cash flows used by capital financing activities were \$742 million for the nine months ending March 31, 2021, primarily for payments on the construction of capital assets due to capital expenditures by the Health System of \$368 million and the university of \$327 million.

Net cash flows used by investing activities were \$242 million for the nine months ending March 31, 2021, primarily due to net purchases of long-term and temporary investments.

May 18-20, 2021, Board of Trustees Meetings

THE OHIO STATE UNIVERSITY  
 CONSOLIDATED STATEMENTS OF NET POSITION - UNAUDITED  
 March 31, 2021 and March 31, 2020

	As of March 2021	As of March 2020	Increase/Decrease Dollars	%
<b>ASSETS:</b>				
Current Assets:				
Cash and cash equivalents	\$ 1,607,570	\$ 1,786,928	\$ (179,358)	-10.0%
Temporary investments	2,132,007	1,777,345	354,662	20.0%
Accounts receivable, net	739,091	772,554	(33,463)	-4.3%
Notes receivable - current portion, net	25,655	25,318	337	1.3%
Pledges receivable - current portion, net	79,240	34,715	44,525	128.3%
Accrued interest receivable	18,253	18,424	(171)	-0.9%
Inventories and prepaid expenses	256,385	203,616	52,769	25.9%
Investments held under securities lending program	9,601	10,714	(1,113)	-10.4%
<b>Total Current Assets</b>	<b>4,867,802</b>	<b>4,629,614</b>	<b>238,188</b>	<b>5.1%</b>
Noncurrent Assets:				
Restricted cash	324,095	449,106	(125,011)	-27.8%
Notes receivable, net	52,911	53,261	(350)	-0.7%
Pledges receivable, net	59,248	64,151	(4,903)	-7.6%
Net other post-employment benefit asset	77,901	74,520	3,381	4.5%
Long-term investment pool	6,361,117	4,876,119	1,484,998	30.5%
Other long-term investments	305,170	298,957	6,213	2.1%
Capital assets, net	6,288,077	5,590,945	697,132	12.5%
<b>Total Noncurrent Assets</b>	<b>13,468,519</b>	<b>11,407,059</b>	<b>2,061,460</b>	<b>18.1%</b>
<b>Total Assets</b>	<b>18,336,321</b>	<b>16,036,673</b>	<b>2,299,648</b>	<b>14.3%</b>
Deferred Outflows:				
Pension	445,769	1,017,388	(571,619)	-56.2%
Other post-employment benefits	239,629	116,173	123,456	106.3%
Other deferred outflows	30,816	21,551	9,265	43.0%
<b>Total Assets and Deferred Outflows</b>	<b>\$ 19,052,535</b>	<b>\$ 17,191,785</b>	<b>\$ 1,860,750</b>	<b>10.8%</b>
<b>LIABILITIES AND NET POSITION:</b>				
Current Liabilities:				
Accounts payable and accrued expenses	\$ 800,655	\$ 703,738	\$ 96,917	13.8%
Medicare advance payment program	287,500	-	287,500	100.0%
Deposits and advance payments for goods and services	442,046	402,884	39,162	9.7%
Current portion of bonds, notes and leases payable	58,932	44,969	13,963	31.1%
Long-term bonds payable, subject to remarketing	317,715	574,675	(256,960)	-44.7%
Liability under securities lending program	9,601	10,714	(1,113)	-10.4%
Other current liabilities	109,232	48,714	60,518	124.2%
<b>Total Current Liabilities</b>	<b>2,025,681</b>	<b>1,785,694</b>	<b>239,987</b>	<b>13.4%</b>
Noncurrent Liabilities:				
Bonds, notes and leases payable	2,701,648	2,520,653	180,995	7.2%
Concessionaire payable	128,685	37,208	91,477	245.9%
Net pension liability	3,025,029	3,715,194	(690,165)	-18.6%
Net other post-employment benefit liability	1,459,572	1,339,443	120,129	9.0%
Compensated absences	218,587	182,805	35,782	19.6%
Self-insurance accruals	87,928	81,323	6,605	8.1%
Amounts due to third-party payors - Health System	60,516	65,246	(4,730)	-7.2%
Irrevocable split-interest agreements	36,070	31,355	4,715	15.0%
Refundable advances for Federal Perkins loans	29,695	33,478	(3,783)	-11.3%
Advance from concessionaire	988,245	1,008,216	(19,971)	-2.0%
Other noncurrent liabilities	116,815	123,370	(6,555)	-5.3%
<b>Total Noncurrent Liabilities</b>	<b>8,852,790</b>	<b>9,138,291</b>	<b>(285,501)</b>	<b>-3.1%</b>
<b>Total Liabilities</b>	<b>10,878,471</b>	<b>10,923,985</b>	<b>(45,514)</b>	<b>-0.4%</b>
Deferred Inflows:				
Parking service concession arrangement	399,691	409,322	(9,631)	-2.4%
Pension	487,347	110,003	377,344	343.0%
Other post-employment benefits	298,463	117,982	180,481	153.0%
Other deferred inflows	28,519	32,376	(3,857)	-11.9%
<b>Total Deferred Inflows</b>	<b>1,214,020</b>	<b>669,683</b>	<b>544,337</b>	<b>81.3%</b>
Net Position:				
Net investment in capital assets	3,449,013	3,009,341	439,672	14.6%
Restricted:				
Nonexpendable	2,309,891	1,097,386	1,212,505	110.5%
Expendable	1,209,852	1,113,397	96,455	8.7%
Unrestricted	(8,712)	377,993	(386,705)	-102.3%
<b>Total Net Position</b>	<b>6,960,044</b>	<b>5,598,117</b>	<b>1,361,927</b>	<b>24.3%</b>
<b>Total Liabilities, Deferred Inflows, and Net Position</b>	<b>\$ 19,052,535</b>	<b>\$ 17,191,785</b>	<b>\$ 1,860,750</b>	<b>10.8%</b>

May 18-20, 2021, Board of Trustees Meetings

**THE OHIO STATE UNIVERSITY  
CONSOLIDATED STATEMENTS OF REVENUES, EXPENSES,  
AND CHANGES IN NET POSITION - UNAUDITED**

Comparative Year-To-Date

March 31, 2021 and March 31, 2020

	March 2021	March 2020	Increase/Decrease Dollars	%
<b>Operating Revenues:</b>				
Student tuition and fees, net	\$ 713,278	\$ 822,562	\$ (109,284)	-13.3%
Federal grants and contracts	294,257	286,757	7,500	2.6%
State grants and contracts	52,045	56,959	(4,914)	-8.6%
Local grants and contracts	19,764	20,458	(694)	-3.4%
Private grants and contracts	231,444	221,415	10,029	4.5%
Sales and services of educational departments	120,335	130,631	(10,296)	-7.9%
Sales and services of auxiliary enterprises	128,256	287,127	(158,871)	-55.3%
Sales and services of the OSU Health System, net	2,824,243	2,643,904	180,339	6.8%
Sales and services of OSU Physicians, Inc., net	474,834	456,120	18,714	4.1%
Other operating revenues	27,816	33,929	(6,113)	-18.0%
Total Operating Revenues	<u>4,886,272</u>	<u>4,959,862</u>	<u>(73,590)</u>	<u>-1.5%</u>
<b>Operating Expenses:</b>				
Educational and General:				
Instruction and departmental research	841,740	830,722	11,018	1.3%
Separately budgeted research	381,011	397,183	(16,172)	-4.1%
Public service	137,198	141,720	(4,522)	-3.2%
Academic support	182,885	181,739	1,146	0.6%
Student services	58,749	70,564	(11,815)	-16.7%
Institutional support	229,970	219,145	10,825	4.9%
Operation and maintenance of plant	105,089	103,644	1,445	1.4%
Scholarships and fellowships	110,591	114,672	(4,081)	-3.6%
Auxiliary enterprises	207,703	273,131	(65,428)	-24.0%
OSU Health System	2,345,988	2,305,978	40,010	1.7%
OSU Physicians, Inc.	453,029	444,010	9,019	2.0%
Depreciation	337,653	315,013	22,640	7.2%
Total Operating Expenses	<u>5,391,606</u>	<u>5,397,521</u>	<u>(5,915)</u>	<u>-0.1%</u>
Operating Loss	(505,334)	(437,659)	(67,675)	15.5%
<b>Non-operating Revenues (Expenses):</b>				
State share of instruction and line-item appropriations	358,152	361,602	(3,450)	-1.0%
Federal subsidies for Build America Bonds interest	8,192	8,157	35	0.4%
Federal non-exchange grants	65,765	62,541	3,224	5.2%
CARES Assistance	92,681	-	92,681	100.0%
State non-exchange grants	13,205	13,773	(568)	-4.1%
Gifts	107,234	149,052	(41,818)	-28.1%
Net investment income (loss)	1,160,515	(211,892)	1,372,407	647.7%
Interest expense on plant debt	(92,455)	(90,719)	(1,736)	1.9%
Other non-operating revenues(expenses)	(508)	(13,297)	12,789	96.2%
Net Non-operating Revenue (Expense)	<u>1,712,781</u>	<u>279,217</u>	<u>1,433,564</u>	<u>513.4%</u>
Income before Other Revenues, Expenses, Gains or Losses	1,207,447	(158,442)	1,365,889	862.1%
<b>Changes in Net Position</b>				
State capital appropriations	42,981	46,879	(3,898)	-8.3%
Private capital gifts	13,183	9,329	3,854	41.3%
Additions to permanent endowments	42,834	45,422	(2,588)	-5.7%
Capital contributions and other changes in net position	(29,147)	(2,086)	(27,061)	1297.3%
Total Changes in Net Position	<u>69,851</u>	<u>99,544</u>	<u>(29,693)</u>	<u>-29.8%</u>
Increase in Net Position	1,277,298	(58,998)	\$ 1,336,196	2268.7%
Net Position - Beginning of Year	5,682,746	5,654,015		
Net Position - End of Period	<u>\$ 6,960,044</u>	<u>\$ 5,595,117</u>		

**THE OHIO STATE UNIVERSITY**  
**STATEMENTS OF CASH FLOWS - UNAUDITED**  
**Years Ended March 31, 2021 and March 31, 2020**  
(in thousands)

	March 2021	March 2020	Incr/(Decr) to Cash Dollars	%
<b>Cash Flows from Operating Activities:</b>				
Tuition and fee receipts	\$ 660,339	\$ 761,179	\$ (100,840)	-13.2%
Grant and contract receipts	549,247	589,711	(40,464)	-6.9%
Receipts for sales and services	3,501,796	3,521,208	(19,412)	-0.6%
Payments to or on behalf of employees	(2,471,118)	(2,375,790)	(95,328)	4.0%
University employee benefit payments	(632,291)	(671,501)	39,210	-5.8%
Payments to vendors for supplies and services	(1,719,160)	(1,838,538)	119,378	-6.5%
Payments to students and fellows	(103,131)	(107,500)	4,369	-4.1%
Student loans issued	(2,437)	(3,001)	564	-18.8%
Student loans collected	6,129	7,083	(954)	-13.5%
Student loan interest and fees collected	1,441	1,540	(99)	-6.4%
Other receipts, net	4,705	21,650	(16,945)	-78.3%
Net cash (used) provided by operating activities	<u>(204,480)</u>	<u>(93,959)</u>	<u>(110,521)</u>	<u>117.6%</u>
<b>Cash Flows from Noncapital Financing Activities:</b>				
State share of instruction and line-item appropriations	358,152	312,663	45,489	14.5%
Non-exchange grant receipts	78,970	76,314	2,656	3.5%
CARES Assistance	92,681	-	92,681	100.0%
Gift receipts for current use	107,234	145,877	(38,643)	-26.5%
Additions to permanent endowments	42,834	45,422	(2,588)	-5.7%
Drawdowns of federal direct loan proceeds	281,679	301,800	(20,121)	-6.7%
Disbursements of federal direct loans to students	(277,757)	(301,740)	23,983	-7.9%
Repayment of loans from related organization	(1,068)	(1,512)	444	-29.4%
Amounts received for annuity and life income funds	5,742	3,696	2,046	55.4%
Amounts paid to annuitants and life beneficiaries	(1,594)	(1,301)	(293)	22.5%
Agency funds receipts, net	476	213	263	123.5%
Net cash provided by noncapital financing activities	<u>687,349</u>	<u>581,432</u>	<u>105,917</u>	<u>18.2%</u>
<b>Cash Flows from Capital Financing Activities:</b>				
State capital appropriations	43,487	45,686	(2,199)	-4.8%
Gift receipts for capital projects	13,183	9,329	3,854	41.3%
Payments for purchase or construction of capital assets	(695,209)	(485,922)	(209,287)	43.1%
Principal payments on capital debt and leases	(44,850)	(39,101)	(5,749)	14.7%
Interest payments on capital debt and leases	(63,860)	(63,435)	(425)	0.7%
Federal subsidies for Build America Bonds interest	5,396	5,327	69	1.3%
Net cash (used) by capital financing activities	<u>(741,853)</u>	<u>(528,116)</u>	<u>(213,737)</u>	<u>40.5%</u>
<b>Cash Flows from Investing Activities:</b>				
Net (purchases) sales of temporary investments	(328,291)	(22,825)	(305,466)	1338.3%
Proceeds from sales and maturities of long-term investments	3,537,787	2,239,558	1,298,229	58.0%
Investment income	124,592	169,312	(44,720)	-26.4%
Purchases of long-term investments	(3,576,254)	(2,310,501)	(1,265,753)	54.8%
Net cash provided (used) by investing activities	<u>(242,166)</u>	<u>75,544</u>	<u>(317,710)</u>	<u>-420.6%</u>
<b>Net Increase (Decrease) in Cash</b>	<u>(501,150)</u>	<u>34,901</u>	<u>\$ (536,051)</u>	<u>-1535.9%</u>
Cash and Cash Equivalents - Beginning of Year	<u>2,432,815</u>	<u>2,201,133</u>		
Cash and Cash Equivalents - End of Period	<u>\$ 1,931,665</u>	<u>\$ 2,236,034</u>		

ATTACHMENT LXXXIII


**THE OHIO STATE UNIVERSITY**

**BOARD OF TRUSTEES MEETING** | May 2021

**ADVANCEMENT SCORECARD**

DATA THROUGH April 30, 2021	FY19	FY20	FY20 TO 4/30	FY21 TO 4/30	CURRENT STATUS	YTD Target	FY21 GOAL
<b>A) FISCAL YEAR MEASURES</b>							
1. GIFTS AND PLEDGES	\$623.3M	\$509.9M	\$420.3M	\$488.8M	<span style="color: green;">↑</span>	115.7%	\$500M
2. CASH	\$413.3M	\$416.8M	\$345.6M	\$310.4M	<span style="color: green;">↑</span>	96.7%	\$395M
3. TOTAL DONORS	272,635	237,338	222,837	161,536	<span style="color: red;">↓</span>	80.8%	232,000
A. RENEWED DONORS	145,785	135,125	129,599	101,718	<span style="color: red;">↓</span>	88.5%	123,000
B. ACQUIRED AND REACQUIRED DONORS	126,850	102,213	93,238	59,818	<span style="color: red;">↓</span>	70.1%	109,000
<b>B) EVENTS</b>							
1. CONSTITUENT ATTENDANCE ACROSS EVENTS	49,405	41,840	33,293	33,887	<span style="color: black;">↑</span>	N/A	50,000
2. AVERAGE NET PROMOTER SCORE	76.0	71.6	71.4	72.2	<span style="color: black;">↑</span>	N/A	72.0

COMPARED TO PREVIOUS FY



TARGET BASED ON LAST 3 FY PERFORMANCE

■ >=95%  
■ 90% - 94.9%  
■ <90%

ATTACHMENT LXXXIV

	<u>Amount Establishing Endowment*</u>	<u>Total Commitment</u>
<u>Establishment of Named Designated Professorship (University)</u>		
<b>Ralph Mershon Designated Professorship of Human Security</b>	\$45,000.00	\$225,000.00
Established May 20, 2021, with a fund transfer from the annual distribution of the Ralph D. Mershon Fund 1, an endowed fund established with a bequest from Colonel Ralph Mershon; used to support a designated professorship position in the College of Arts and Sciences focused on human security. If after five years no funding source can be identified for the professorship, the position shall cease to exist.	(per year for five years)	
<u>Establishment of Named Endowed Chair (University)</u>		
<b>The Klotz Chair in Cancer Research #6</b>	\$3,500,000.00	\$3,500,000.00
Established May 20, 2021, with a transfer from The Klotz Chair in Cancer Research #1; used for a chair position supporting an outstanding physician or PhD within the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute (The James) who engages in research related to the study and cure of cancer, provided that at least one of the Klotz Chairs in Cancer Research shall be held by a physician except during any period in which a search is being conducted for a new physician to fill a vacancy.		
<u>Change in Name and Description of Named Endowed Fund (University)</u>		
From: The William E. and Charlotte Curtis Hunt Professorship Fund in Neurosurgery		
To: The William E. and Charlotte Curtis Hunt Faculty Support Fund in Neurosurgery		
From: The Helen Strow International Programs Fund in the College of Human Ecology		
To: The Helen Strow International Programs Fund in the College of Education and Human Ecology		
<u>Change in Description of Named Endowed Fund (University)</u>		
The Virginia Smith Stecker International Student Support Fund		

Establishment of Named Endowed Chair (Foundation)

<p><b>Samuel J. Kiehl III MD Chair in Emergency Medicine</b>                  Established June 3, 2016, with gifts from Dr. Samuel J. Kiehl III (BA 1967; MD 1971) and Terry L. Kiehl of Grove City, Ohio; and from OSU Emergency Medicine LLC of Columbus, Ohio; used for a chair position. The appointee shall be a nationally or internationally recognized physician faculty member in the field of Emergency Medicine with achievements and leadership in, and who shall foster innovation and excellence for, the academic education, residency training and mentorship of physicians in the specialty. The annual distribution shall be used for the program enhancements for resident growth and development, but may not be used as a substitute, or additional funding for, the University-provided salary or benefits of the appointee; nor be used for operational costs to run the residency program. Funds shall be directed towards improvements in curriculum, program duration and educational opportunities; critical clinical skills and research training; life and work integration; and fellowship awards. Revised to a professorship November 4, 2016. Revised to a chair May 20, 2021.</p>	<p>\$2,000,000.00</p>	<p>\$2,000,000.00</p>
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Establishment of Named Endowed Professorship (Foundation)

<p><b>The Clayton C. Wagner Parkinson's Disease Research Professorship</b>                  Established December 3, 1999, with gifts from an anonymous donor made in memory of Clayton C. Wagner. The Clayton C. Wagner Parkinson's Disease Clinical Research Professorship, The Clayton C. Wagner Parkinson's Disease Professorship in Neurotherapeutics, and The Clayton C. Wagner Parkinson's Disease Research Fund, established by estate gifts from the same anonymous donor, were merged with The Clayton C. Wagner Parkinson's Disease Research Professorship to create a named endowed chair position February 2, 2007. Because the position has remained vacant for an extended period of time, the need for this fund has diminished greatly since it was first established, leaving unused income. Pursuant to the terms of the fund as initially established, and in order to further the donor's intent, the chairperson of the Department of Neurology, in consultation with the dean of the College of Medicine and with the senior vice president for health sciences, recommends that the fund name and description be further revised as set forth herein, and that fifty percent of this fund's principal balance be used to establish a second fund for the same purpose; used for a professorship position to support the advancement of medical knowledge of Parkinson's disease towards finding the cause, innovative treatments, and cure. Support shall be provided to a distinguished researcher, teacher, and practitioner in the College of Medicine for basic or clinically relevant research, to include both genetic and epidemiological factors. Revised to a professorship May 20, 2021.</p>	<p>\$2,036,934.36</p>	<p>\$2,036,934.36</p>
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<p><b>The Clayton C. Wagner Parkinson's Disease Professorship</b>                  Established May 20, 2021, with a fund transfer by the College of Medicine of gifts to The Clayton C. Wagner Parkinson's Disease Research Professorship from the estate of an anonymous donor made in memory of Clayton C. Wagner; used for a professorship position to support the advancement of medical knowledge of Parkinson's disease towards finding the cause, innovative treatments, and cure. Support shall be provided to a distinguished researcher, teacher, and practitioner in the College of Medicine for basic or clinically relevant research, to include both genetic and epidemiological factors.</p>	<p>\$2,036,934.36</p>	<p>\$2,036,934.36</p>
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<p><b>The Frank C. Woodside III Clinical Professorship of Trial Advocacy</b>                  Established May 7, 1999, with a gift from Dr. Frank Chester Woodside III (BS Biological Sciences 1966; JD 1969) of Wyoming, Ohio given with the intent to increase the quality of the trial advocacy program; used to support a professorship position in the Michael E. Moritz College of Law, Civil Law Clinic. Revised November 4, 2016. Revised to professorship May 20, 2021.</p>	<p>\$1,008,594.06</p>	<p>\$1,008,594.06</p>
<p><b>The Kara J. Trott Endowed Professorship in Law</b>                  Established May 20, 2021, with a gift from Kara Jean Trott (JD 1991); used to support a professorship position in the Michael E. Moritz College of Law. The individual appointed to this position shall be known as the Kara J. Trott Professor in Law. The highest-ranking official in the college or his/her designee shall determine the focus of the position and may revise the focus every five years.</p>	<p>\$1,000,000.00</p>	<p>\$1,000,000.00</p>
<p><b>The Kara J. Trott Endowed Professorship in Law in honor of Prof. Lawrence Herman</b>                  Established May 20, 2021, with a gift from Kara Jean Trott (JD 1991); used to support a professorship position in the Michael E. Moritz College of Law. The individual appointed to this position shall be known as the Lawrence "Larry" Herman Professor in Law. The highest-ranking official in the college or his/her designee shall determine the focus of the position and may revise the focus every five years.</p>	<p>\$1,000,000.00</p>	<p>\$1,000,000.00</p>
<p><b>The Kara J. Trott Endowed Professorship in Law in honor of Prof. Morgan E. Shipman</b>                  Established May 20, 2021, with a gift from Kara Jean Trott (JD 1991); used to support a professorship position in the Michael E. Moritz College of Law. The individual appointed to this position shall be known as the Morgan E. Shipman Professor in Law. The highest-ranking official in the college or his/her designee shall determine the focus of the position and may revise the focus every five years.</p>	<p>\$1,000,000.00</p>	<p>\$1,000,000.00</p>
<p><b>The Larry J. Copeland, M.D. Professorship in Gynecologic Oncology</b>                  Established May 30, 2003, with gifts from grateful patients and friends made to the OSU Foundation in honor of Larry J. Copeland, M.D., physician and friend; used for a professorship position to support the advancement of medical knowledge of gynecologic cancer towards finding the cause, innovative treatments, and cure. Support shall be provided to a distinguished teacher, practitioner, and researcher in the College of Medicine. Revised to professorship May 20, 2021.</p>	<p>\$761,475.05</p>	<p>\$761,475.05</p>

Establishment of Named Endowed Fellowship (Foundation)

<p><b>Dr. Joel Goodnough and Family Fellowship in Medicine</b>                  Established November 19, 2020, with gifts from Dr. Joel Evan Goodnough and Brenda Riegel Goodnough; used to support a fellowship(s) to students who are enrolled in the College of Medicine and graduated from high schools in one of the following Ohio counties: Athens, Belmont, Brown, Carroll, Clermont, Columbiana, Coshocton, Gallia, Guernsey, Harrison, Highland, Hocking, Holmes, Jackson, Jefferson, Lawrence, Mahoning, Meigs, Monroe, Morgan, Muskingum, Noble, Perry, Pike, Ross, Scioto, Trumbull, Tuscarawas, Vinton, or Washington. Candidates must demonstrate financial need and have an interest in practicing in a rural setting. It is the donors' desire to provide as significant financial support as possible to one eligible recipient. Any remaining distribution shall be used to provide as significant financial support as possible to additional eligible recipients. Revised to fellowship May 20, 2021.</p>	<p>\$1,000,000.00</p>	<p>\$1,000,000.00</p>
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Establishment of Named Endowed Fund (Foundation)

<p><b>The Richard W. Trott '61 Distinguished Visiting Professorship Support Fund</b>                  Established May 20, 2021, with a gift from Kara Jean Trott (JD 1991); used to support the Richard W. Trott '61 Distinguished Visiting Professor. Expenditures may include, but are not limited to, salary and benefits and/or recruitment efforts, research, and community engagement of the professor. Expenditures shall enrich the experience of undergraduate and graduate students across the Austin E. Knowlton School of Architecture by strengthening the connections between architecture and allied disciplines: landscape architecture, planning, and urban design through design studios and other courses. Expenditures shall also be used to promote meaningful interactions with students and faculty and provide support for public lectures or exhibitions.</p>	<p>\$1,000,000.00</p>	<p>\$1,000,000.00</p>
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<p><b>Cloyd Endowed Scholarship Fund for Allen County</b>                  Established May 20, 2021, with gifts from Dr. Gil Cloyd (DVM 1969) and Susan Cloyd; used to provide one or more scholarships to students who graduated from a high school in Allen County, Ohio, and demonstrate financial need. The annual distribution shall be equally divided between candidates attending the Columbus campus and candidates attending The Ohio State University at Lima. Scholarships are renewable for up to eight semesters as long as recipients remain in good academic standing. If recipients from the Lima campus transfer to the Columbus campus, the scholarship can follow them and reset to the Lima campus upon the recipient's graduation.</p>	<p>\$200,000.00</p>	<p>\$200,000.00</p>
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<p><b>Maryann Z. and Larry Kennedy Endowed Fund in Drug Discovery</b>                  Established May 20, 2021, with gifts from Maryann Z. Kennedy (BS 1978) and Lawrence D. Kennedy; used to support advancing drug discovery in the College of Pharmacy. If the gifted principal balance reaches \$1,000,000 by December 31, 2029, the fund name shall be revised to the Maryann Z. and Larry Kennedy Endowed Professorship in Drug Discovery and shall support a professorship position in the College of Pharmacy focused on advancing drug discovery.</p>	<p>\$174,601.96</p>	<p>\$1,000,000.00</p>
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<p><b>Dr. Arthur Burghes Endowed Lectureship Fund</b>                  Established May 20, 2021, with grants from Fidelity Investments through a donor-advised fund established by Dr. Rita W. Kaspar (MS 2009, PhD 2009) and Dr. Brian K. Kaspar; used to support a lectureship for the neuromuscular program in the Wexner Medical Center, Department of Neurology. In years when a lecture cannot be held, the fund may be used to support the department as recommended by the highest-ranking official in the department or his/her designee.</p>	<p>\$150,000.00</p>	<p>\$150,000.00</p>
<p><b>John &amp; Christine Olsen Professorship Fund in Head and Neck Radiation Oncology</b>                  Established May 20, 2021, with gifts from Dr. John O. Olsen and Christine E. Olsen; until December 31, 2025, may be either held in the distribution fund, or reinvested in the endowment principal. Should the gifted endowment principal balance reach \$1,000,000 for a professorship by December 31, 2025, the endowment shall be revised to the John &amp; Christine Olsen Professorship in Head and Neck Radiation Oncology and used to support a professorship position in OSUCCC – James supporting a faculty physician specializing in head and neck radiation oncology. It is the donors' preference that consideration be given to a faculty physician specializing in head, neck, and brain cancers. If the position is vacant, may be used to support OSUCCC – James. If full funding is not reached, shall be used to support faculty in OSUCCC – James.</p>	<p>\$140,000.00</p>	<p>\$1,000,000.00</p>
<p><b>John &amp; Christine Olsen Professorship Fund in Head and Neck Surgical Oncology</b>                  Established May 20, 2021, with gifts from Dr. John O. Olsen and Christine E. Olsen; until December 31, 2025, may be either held in the distribution fund, or reinvested in the endowment principal. Should the gifted endowment principal balance reach \$1,000,000 for a professorship by December 31, 2025, the endowment shall be revised to the John &amp; Christine Olsen Professorship in Head and Neck Surgical Oncology and used to support a professorship position in OSUCCC – James supporting a faculty physician specializing in head and neck surgical oncology. It is the Donors' preference that consideration be given to a faculty physician specializing in head and neck cancers. If the position is vacant, may be used to support OSUCCC – James. If full funding is not reached, shall be used to support faculty in OSUCCC – James.</p>	<p>\$140,000.00</p>	<p>\$1,000,000.00</p>
<p><b>The Jean Kauffman Yost Pharmacy Scholarship Fund</b>                  Established May 20, 2021, with a gift from Jean Kauffman Yost (MSW and R. David Yost in honor of the 125th anniversary of Jean Kauffman Yost's great-grandfather, George Beecher Kauffman, becoming the first dean of The Ohio State University, College of Pharmacy. The donors also wish to honor the much-loved African-American caregivers in their lives; used to provide one or more scholarship(s) to students who are enrolled in the College of Pharmacy and demonstrate financial need. The donors desire that when awarding the scholarship(s) special consideration be given to candidates who have experience living or working in diverse environments.</p>	<p>\$125,000.00</p>	<p>\$125,000.00</p>
<p><b>MHA Class of '90 Scholarship Fund</b>                  Established May 20, 2021, with gifts from Paul E. Koren and Peyton R. Howell (MHA 1990); used to provide one or more scholarships to students in the College of Public Health, Master of Health Administration Program who demonstrate financial need.</p>	<p>\$105,050.00</p>	<p>\$105,050.00</p>

<p><b>Susan Pratt Munthe International Studies Graduate Fund</b>                  Established May 20, 2021, with gifts from Susan Pratt Munthe (BA 1974); used to support graduate and PhD students whose area of focus is international studies. Preference shall be given to candidates whose focus is on Latin America. Expenditures may be used for, but are not limited to, tuition and fees, research, conferences and travel.</p>	<p>\$102,022.26</p>	<p>\$102,022.26</p>
<p><b>Dr. Larry Berliner and Barbara E. Anderson Undergraduate Chemistry Scholarship Fund</b>                  Established May 20, 2021, with gifts from Dr. Lawrence J. Berliner and Ms. Barbara Anderson (MA 1971); used to provide renewable scholarships to undergraduate students enrolled in the College of Arts and Sciences who are majoring in chemistry or biochemistry and demonstrate financial need. Preference will be given to candidates who are participating in the Honors program. If no students meet the selection criteria, the scholarship(s) will be open first to all students majoring in English, then to all students majoring in actuarial science, astronomy and astrophysics, earth sciences, mathematics, or physics. In 2070 the fund shall be dissolved, and the principal balance shall be used to provide as many scholarships as possible over the next ten to twenty years.</p>	<p>\$100,033.22</p>	<p>\$100,033.22</p>
<p><b>William L. and Anne Telfair Clippard Endowed Fund</b>                  Established May 20, 2021, with gifts from William L. Clippard III (BME 1963) and Anne Telfair Clippard (BS 1965); used to support undergraduate experiential learning in the Department of Mechanical and Aerospace Engineering.</p>	<p>\$100,000.00</p>	<p>\$100,000.00</p>
<p><b>Michael F. McFrederick Memorial Scholarship Fund</b>                  Established May 20, 2021, with gifts from Roger McFrederick and Janice McFrederick; used to provide one or more need-based scholarships to students who are enrolled in the College of Food, Agricultural, and Environmental Sciences, Ohio State Agricultural Technical Institute (ATI). Candidates must be majoring in landscape horticulture, horticultural science, or turfgrass management.</p>	<p>\$100,000.00</p>	<p>\$100,000.00</p>
<p><b>Dr. Rohini Desai Mulchandani Endowment Fund for Undergraduate Student Research in Food Science and Technology</b>                  Established May 20, 2021, with a gift from Dr. Rohini Desai Mulchandani (PhD 1976); used to support undergraduate student research in the Department of Food Science and Technology, College of Food, Agricultural and Environmental Sciences.</p>	<p>\$100,000.00</p>	<p>\$100,000.00</p>
<p><b>The Gary and Mary Ellen Price Endowed Scholarship Fund</b>                  Established May 20, 2021, with a gift from Gary Price (BS 1983) and Mary Ellen Curzon-Price; used to provide one or more scholarship(s) to students who are enrolled in the Max M. Fisher College of Business, demonstrate financial need, and are involved in Fisher F.I.R.S.T., Project THRIVE, or the Undergraduate Business Women's Association or successor organizations. Undergraduate students must have a minimum 3.0 grade point average (GPA); graduate students must have a 3.3 minimum GPA.</p>	<p>\$100,000.00</p>	<p>\$300,000.00</p>
<p><b>Larry and Janet Robertson 100% TBDBITL Scholarship Fund</b>                  Established May 20, 2021, with gifts from Janet E. Robertson (BS 1984) and Dr. Larry W. Robertson; used to provide scholarships to active members of The Ohio State University Marching Band as part of the 100% TBDBITL Scholarship Endowment Initiative.</p>	<p>\$100,000.00</p>	<p>\$100,000.00</p>

<p><b>The Schuck Family Endowed Scholarship Fund</b>                  Established May 20, 2021, with gifts from Henry Lee Schuck (JD 2009) and Jessica Schuck; used to provide one or more scholarship(s) to first-generation college students who are enrolled in the Michael E. Moritz College of Law and demonstrate financial need and academic merit. Scholarships are renewable as long as recipients remain in good academic standing. If no students meet the selection criteria, the scholarship(s) will be open to all students who are enrolled in the college and demonstrate financial need and academic merit.</p>	<p>\$100,000.00**</p>	<p>\$100,000.00</p>
<p><b>The Mark and Linda Sirgo Pharmacy Scholarship Fund</b>                  Established May 20, 2021, with a gift from Dr. Mark Alan Sirgo (BS 1977) and Linda P. Sirgo; used to provide one or more scholarship(s) to students who are enrolled in the College of Pharmacy, demonstrate financial need and are working towards a professional pharmacy degree. Preference shall be given to first-generation college students who graduated from GlenOak High School in Canton, Ohio; second to high schools in Stark County, Ohio and third to high schools in contiguous counties. The donors desire that when awarding the scholarship(s) special consideration be given to students who have overcome substantial educational or economic obstacles. Scholarships are renewable as long as recipients remain in good academic standing.</p>	<p>\$100,000.00</p>	<p>\$100,000.00</p>
<p><b>The Margaret E. and John H. Cox Jr. Family Endowed Scholarship Fund</b>                  Established May 20, 2021, with gifts from David H. Cox (BA 1975) and Christine G. Cox; used to provide scholarships to one or more highly talented students enrolled in the College of Arts and Sciences who demonstrate merit and financial need and who are graduates of Whitehall-Yearling High School in Whitehall, Ohio with preference to qualified candidates who are incoming students attending the Columbus campus. It is the donors' desire to provide as significant financial support as possible to two eligible recipients. Any remaining distributable shall be used to provide as significant financial support as possible to additional eligible recipients.</p>	<p>\$67,018.56</p>	<p>\$67,018.56</p>
<p><b>The General Electric Endowed Fund in the College of Engineering</b>                  Established May 20, 2021, with the reallocation of unspent gifts from the GE Foundation originally given to the Math Excellence - Grades 7, 8, &amp; 9 fund; used at the discretion of the highest-ranking official in the College of Engineering or his/her designee. Should the gifted endowment principal balance reach \$100,000 by March 31, 2026, the endowment shall be revised to The General Electric Buckeye Alumni Scholarship in Engineering Fund and shall provide one or more scholarships to undergraduate students in their second, third or fourth year who are enrolled in the College of Engineering, have a minimum 3.0 grade point average and demonstrate financial need. Candidates must be majoring in aerospace engineering, chemical engineering, computer science engineering, electrical and computer engineering, environmental engineering, integrated systems engineering, mechanical engineering, materials science engineering, or welding engineering. The donor desires that when awarding this scholarship special consideration be given to students who are members of an organization recognized by The Ohio State University that is open to all, and whose mission seeks to advance the need of Hispanic, female, African American and black engineers, and actively contributes to nurturing a more diverse and inclusive community, such as the National Society of Black Engineers (NSBE), the Society of Hispanic Professional Engineers (SHPE), or the Society of Women Engineers (SWE).</p>	<p>\$62,382.58</p>	<p>\$100,000.00</p>

<p><b>Nancy H. and David E. Bull Student Emergency Financial Assistance Fund</b>                  Established May 20, 2021, with gifts from Colonel David E. Bull (MS 1967) and Dr. Nancy H. Bull (PhD 1992); used to provide emergency financial support on a case-by-case basis to dedicated student(s) enrolled in the College of Food, Agricultural, and Environmental Sciences who are experiencing extenuating financial circumstances or a temporary financial hardship that impedes their education.</p>	<p>\$61,650.00</p>	<p>\$61,650.00</p>
<p><b>John B. Roberts, MD Endowed Fund</b>                  Established May 20, 2021 with gifts from family, friends, and colleagues given to honor Dr. Roberts and recognize his career as an orthopedic surgeon; used to support the College of Medicine. Should the gifted endowment principal balance reach the minimum funding level required at that date for a restricted endowed fund, the endowment shall be revised to the John B. Roberts, MD Graduate Student Support Fund in Orthopaedics. and shall provide support to one or more graduate students who are studying in the Department of Orthopaedics. Should the gifted endowment principal balance reach the minimum funding level required at that date for an endowed fellowship, the endowment shall be revised to the John B. Roberts, MD Endowed Fellowship in Orthopaedics and shall provide salary and benefits for a fellowship position in the Department of Orthopaedics.</p>	<p>\$51,761.63</p>	<p>\$51,761.63</p>
<p><b>The Leach Family Endowment for Audiology Services</b>                  Established May 20, 2021, with gifts from Donald B. Leach Jr. (JD 1982) and Jane Davis Leach (BS 1979, MA 1983); used to support the OSU Speech-Language-Hearing Clinic. Potential uses may include, but are not limited to, scholarships or travel awards for students; travel or research awards for clinic faculty and staff; equipment or capital needs; and outreach services.</p>	<p>\$50,722.38</p>	<p>\$50,722.38</p>
<p><b>David Goss Technology and Academic Innovation Stimulus Fund</b>                  Established May 20, 2021, with gifts from the Honorable Rita Sue Eppler-Goss (BS 1978) and family, friends, and colleagues given in memory of Dr. David M. Goss, former faculty member and chair of the Department of Mathematics; used to support academics in the Department of Mathematics with their entrepreneurial academic endeavors.</p>	<p>\$50,000.02</p>	<p>\$50,000.02</p>
<p><b>Anthony Cuiwik Engineering Scholars Endowed Fund</b>                  Established May 20, 2021, with gifts from CIMx Software Inc.; used to support the Engineering Scholars Programs with first preference to supporting the Green Engineering Scholars.</p>	<p>\$50,000.00</p>	<p>\$50,000.00</p>
<p><b>The Dr. Robert B. and Carol Esplin Veterinary Endowed Fund</b>                  Established May 20, 2021, with gifts from the Memories Live On Animal Foundation; used to support the College of Veterinary Medicine. If at any time the gifted principal balance reaches the then current minimum required for a restricted endowment, the fund name shall be revised to The Dr. Robert B. and Carol Esplin Veterinary Scholarship Endowed Fund and shall provide one or more scholarship(s) to third or fourth-year students who are enrolled in the College of Veterinary Medicine and have an interest in small animal medicine. First preference shall be given to candidates who graduated from high schools in Lucas County, Ohio. Second preference shall be given to candidates who graduated from high schools in Fulton or Wood Counties, Ohio. Third preference shall be given to candidates who graduated from high schools in the state of Ohio. Scholarships are renewable as long as recipients remain in good academic standing.</p>	<p>\$50,000.00</p>	<p>\$50,000.00</p>

<p><b>The Joseph Family Scholarship Endowment Fund</b>                  Established May 20, 2021, with gifts from Dr. Robert L. Joseph (BS 1968, MS 1970, PhD 1975) and Linda R. Joseph (BS 1968); used to provide one or more scholarships to undergraduate students who are enrolled in the College of Food, Agricultural and Environmental Sciences at either the Columbus, Agricultural Technical Institute, or other regional campuses. Candidates must have participated in 4-H and graduated from a high school in Licking or Knox Counties, Ohio. Scholarships are renewable up to four years as long as the recipients maintain a minimum 2.8 grade point average. If no eligible 4-H candidates from Licking or Knox Counties, Ohio are identified, the scholarship(s) may be awarded to any student who participated in 4-H. If the Ohio 4-H program ceases to exist, the scholarship(s) will be open to all students who are enrolled in the college.</p>	<p>\$50,000.00</p>	<p>\$50,000.00</p>
<p><b>Francis C. (BCE '63) and Mary Jeannette (BS Ed '60, MA Ed '90) Smith Engineering Endowed Scholarship Fund</b>                  Established May 20, 2021, with gifts from Francis C. Smith; used to provide one or more scholarships to students who are enrolled in the College of Engineering, are ranked as second year, and demonstrate financial need. First preference is for students who are from Morgan or Ashtabula counties in Ohio and are studying Civil Engineering in the Department of Civil, Environmental and Geodetic Engineering. Second preference is for students who are from Morgan or Ashtabula counties. Third preference is for students studying in the department.</p>	<p>\$50,000.00</p>	<p>\$50,000.00</p>
<p><b>A Soldier for Life Scholarship Fund</b>                  Established May 20, 2021, with gifts from Kenneth P. Maykowski (BS 1970); used to provides one or more scholarships to Army ROTC cadets who demonstrate financial need and are contracted to commission in the United States Army. If no students meet the selection criteria, the scholarship(s) will be open to all Army ROTC cadets. If the Army ROTC ceases to exist at the University, the annual distribution shall be used to support military-connected students affiliated with the United States Army. Scholarships may be used for tuition and fees, room and board, and additional educational expenses (including books). The donor prefers that total scholarship distribution be awarded in amounts divisible by 500.</p>	<p>\$50,000.00</p>	<p>\$50,000.00</p>
<p><b>The Arvo Toukonen Scholarship Fund</b>                  Established May 20, 2021, with gifts from Arvo W. Toukonen (BS 1966, BS 1971, MA 1973); used to provides one or more scholarships to students who graduated from Jefferson Area Local High School in Jefferson, Ohio or successor. If no students meet the selection criteria, students who graduated from any public high school in Ashtabula County, Ohio may be considered. 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.</p>	<p>\$50,000.00</p>	<p>\$50,000.00</p>
<p><b>Vic and Judy Von Blon Endowed Scholarship Fund</b>                  Established May 20, 2021, with gifts from Dr. W. Victor Von Blon (BS 1958); used to provide scholarships to undergraduate students attending the Lima campus who demonstrate financial need and leadership abilities with preference given to candidates from Auglaize County, Ohio.</p>	<p>\$50,000.00</p>	<p>\$50,000.00</p>

<b>Richard M. Mora Leadership Endowed Fund</b>	\$25,000.00	\$25,000.00
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Established May 20, 2021, with gifts from Richard M. Mora (BS 1963); used to support the College of Pharmacy at the discretion of the highest-ranking official in the college.

Change in Name and Description of Named Endowed Fund (Foundation)

From: College of Engineering Distinguished Lecture Fund  
To: The Dave and Margie Williams Distinguished Lecture Series Fund

From: Medicine and the Arts Endowment Fund at The Ohio State University Wexner Medical Center  
To: The Linda C. Stone, MD, Program for Humanism & the Arts in Medicine Endowment Fund

From: Hagop Mekhjian MD Professorship Fund in Gastroenterology, Hepatology and Nutrition  
To: Hagop S. Mekhjian MD Medical Student Scholarship Fund

Change in Description of Named Endowed Fund (Foundation)

Burggraf Endowed Graduate Support Fund

The Michael B. Cadwell Endowed Scholarship Fund

The Sean and Anna Delaney Endowed Scholarship in Veteran Services for the College of Social Work

Lilja Hill Endowed Scholarship Fund

The Lois J. Hook Memorial Endowment Scholarship Fund in Materials Science and Engineering

Gary G. Koch and Family Graduate Student Travel Award Endowment Fund

S. Christopher Lee MD Medical Student Scholarship Fund

The David and Donna Shreiner Endowed Fund for Family and Consumer Sciences Education Scholarship

The Dr. Judith and David Westman Scholarship Fund

**Total \$18,999,180.44**

\*Amounts establishing endowments as of March 31, 2021, unless notated otherwise.

\*\* As of April 6, 2021.

**Ralph Mershon Designated Professorship of Human Security**

The Board of Trustees of The Ohio State University shall establish the Ralph Mershon Designated Professorship of Human Security, effective May 20, 2021, with a fund transfer from the annual distribution of the Ralph D. Mershon Fund 1, an endowed fund established with a bequest from Colonel Ralph Mershon.

The fund supports a designated professorship position in the College of Arts and Sciences focused on human security. The position holder shall be appointed and reviewed in accordance with the then current guidelines and procedures for faculty appointment.

If after five years no funding source can be identified for the professorship, the position shall cease to exist.

**The Klotz Chair in Cancer Research #6**

The Klotz Chair in Cancer Research #6 was established May 20, 2021, by the Board of Trustees of The Ohio State University with a transfer from The Klotz Chair in Cancer Research #1. The original gifts were from the estate of Marion N. Rowley of Glendale, California; and made in honor of Dorothy E. Klotz (BSBA 1929) of Glendale, California; and in memory of her sister, Kathleen Wellenreiter Klotz (BSBA 1932) of Glendale, California.

The annual distribution from this fund shall be used for a chair position supporting an outstanding physician or PhD within the Arthur G. James Cancer Hospital and Richard J. Solove Research Institute (The James) who engages in research related to the study and cure of cancer, provided that at least one of the Klotz Chairs in Cancer Research shall be held by a physician except during any period in which a search is being conducted for a new physician to fill a vacancy.

The appointee will hold The Klotz Chair in Cancer Research #6 upon approval by the Board of Trustees of The Ohio State University as recommended and approved by the chief executive officer of The James, the director of the Comprehensive Cancer Center, the dean of the College of Medicine, and the senior vice president for health sciences. The individual appointed to this position shall be known as The Klotz Legacy Chair in Cancer Research. The activities of the chair holder shall be reviewed no less than every four years by the dean to determine compliance with the intent of the donor, as well as the academic and research standards of the University.

The research activities of the chair holder shall be supported, to include research personnel, equipment, supplies, and other necessary expenses of an active researcher involved in quality medical research in the field of cancer. In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

If the distribution generated by The Klotz Chair in Cancer Research #6 is no longer needed in the area of cancer research, the distribution shall be used to fund research into the study and cure of diseases affecting the mind of the elderly, including such afflictions as Alzheimer's disease, as recommended by the dean of the College of Medicine, in consultation with the senior vice president for health sciences.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the University's Board of Trustees. In making this alternate designation, the boards shall seek recommendations and approval from the chief executive officer of The James, the director of the Comprehensive Cancer Center, the dean of the College of Medicine, and the senior vice president for health sciences.

**The William E. and Charlotte Curtis Hunt Faculty Support Fund in Neurosurgery**

The Dr. William E. Hunt Fund in Neurosurgery was established March 7, 1986, by the Board of Trustees of The Ohio State University with gifts in honor of William E. Hunt (M.D. 1945) from friends and colleagues. Significant contributions were made after the death of Charlotte Curtis Hunt, former Associate Editor of The New York Times and daughter of Dr. George Morrice Curtis, first Professor of Research Surgery at Ohio State. The fund name and description were revised December 1, 1995. Effective May 20, 2021, the fund name and description shall be further revised.

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

The annual distribution supports faculty in the Department of Neurosurgery (formerly the Division of Neurologic Surgery) whose focus is maintaining and enhancing joint teaching and research activities in clinical neurosurgery and the basic neurosciences. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the College of Medicine.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Board of Trustees, in consultation with the concerned faculty and the highest-ranking official in the College of Medicine or his/her designee, in order to carry out the desire of the donors.

**The Helen Strow International Programs Fund in the College of Education and Human Ecology**

The Helen Strow International Programs Fund in the College of Human Ecology was established June 29, 2001, by the Board of Trustees of The Ohio State University with lead gifts from Dr. Genevieve B. Schroeder (B.S.H.E., 1955; M.S., 1973; Ph.D., 1978), the estate of Helen Strow (B.S.H.E., 1925; M.S., 1931), and the estate of Dr. Florence J. Neuman (B.S.H.E., 1926; M.S., 1938; Ph.D., 1943). The description was revised on September 6, 2002. Effective May 20, 2021, the fund name and description shall be revised.

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees of The Ohio State University, with the right to invest and reinvest as occasion dictates.

The annual distribution shall be used to support three separate purposes as follows:

- Three-year scholarship at the College of Education and Human Ecology (formerly the College of Education and the College of Human Ecology) for international undergraduate students whose studies are focused on human ecology. Scholarships will be awarded, in consultation with Student Financial Aid;
- Short-term international study tours or courses at universities abroad that will give College of Education and Human Ecology (formerly the College of Education and the College of Human Ecology) students whose studies are focused on human ecology the chance to expand their knowledge of and experiences with families and communities worldwide; and
- Biannual support for an international student at the college to attend a national professional meeting, and for a U.S. student to attend an international professional meeting.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused income, then another use shall be designated by the Board of Trustees with preference being given to the recommendations from the appropriate administrative official of the University who is then directly responsible for the College of Education and Human Ecology (formerly the College of Education and the College of Human Ecology) in order to carry out the desire of the donors.

**The Virginia Smith Stecker International Student Support Fund**

The Virginia Smith Stecker International Student Loan Fund was established February 7, 1992, by the Board of Trustees of The Ohio State University, with gifts to The Ohio State University Development Fund from family and friends of Virginia Smith Stecker. Because the Office of Student Loans no longer exists, the need for a loan fund has ceased to exist, leaving unused income. Pursuant to the terms of the fund as first established, and in order to further the donors' intent, the appropriate program administrative officer recommends that the fund description be revised to benefit international students and/or their immediate families as set forth herein, effective May 20, 2021.

All gifts are to be invested in the University's Permanent Endowment Fund, under the rules and regulations adopted by the Board of Trustees, with the right to invest and reinvest as occasion dictates.

The annual distribution shall provide support to international students faced with emergency situations. Recipients, the number of recipients, and amount of support shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the Office of International Affairs, International Students and Scholars (formerly the Office of International Students and Scholars), in consultation with Student Financial Aid.

It is the desire of the donors that the fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused distribution, then another use for the benefit of international students and/or their immediate families shall be designated by the Board of Trustees, in consultation with the appropriate college dean, department chairperson, or program administrative officer in order to carry out the desire of the donors.

**Samuel J. Kiehl III MD Chair in Emergency Medicine**

The Samuel J. Kiehl III MD Resident Program Enhancement Endowment Fund was established June 3, 2016, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Dr. Samuel J. Kiehl III (BA 1967; MD 1971) and Terry L. Kiehl of Grove City, Ohio; and from OSU Emergency Medicine LLC of Columbus, Ohio. Effective November 4, 2016, the fund name and description were revised to a professorship. The required funding level for a chair has been reached. Effective May 20, 2021, the fund name and description shall be further revised, and the position shall be established.

Dr. Kiehl was born in Columbus, Ohio and has served as a faculty member of the Department of Emergency Medicine; first as a clinical assistant professor in 1980 and then full time in 2002. He became the director of the Emergency Medicine Department at Riverside Methodist Hospital in 1980. Shortly thereafter, he jointly developed Ohio State's residency training program in the specialty with Dr. Douglas Rund (division director and later department chairperson, 1978-2011) of Emergency Medicine at The Ohio State University.

The annual distribution from this fund shall be used for a chair position. The appointee shall be a nationally or internationally recognized physician faculty member in the field of Emergency Medicine with achievements and leadership in, and who shall foster innovation and excellence for, the academic education, residency training and mentorship of physicians in the specialty. The annual distribution shall be used for the program enhancements for resident growth and development, but may not be used as a substitute, or additional funding for, the University-provided salary or benefits of the appointee; nor be used for operational costs to run the residency program. Funds shall be directed towards improvements in curriculum, program duration and educational opportunities; critical clinical skills and research training; life and work integration; and fellowship awards. Expenditures shall be recommended by the holder of the chair and approved by the chairperson of the Department of Emergency Medicine, in consultation with program director for residency training and the dean of the College of Medicine.

The chair holder shall be appointed by the University's Board of Trustees as recommended and approved by the dean of the College of Medicine, in consultation with the chairperson of the Department of Emergency Medicine. The activities of the holder shall be reviewed no less than every four years by the college's dean to determine compliance with the intent of the donors as well as the academic and research standards of the University.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment or reinvested in the endowment principal at the discretion of the chairperson of the Department of Emergency Medicine.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the chairperson of the Department of Emergency Medicine and the dean of the College of Medicine. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **The Clayton C. Wagner Parkinson's Disease Research Professorship**

The Clayton C. Wagner Parkinson's Disease Research Professorship was established December 3, 1999, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from an anonymous donor made in memory of Clayton C. Wagner. The Clayton C. Wagner Parkinson's Disease Clinical Research Professorship, The Clayton C. Wagner Parkinson's Disease Professorship in Neurotherapeutics, and The Clayton C. Wagner Parkinson's Disease Research Fund, established by estate gifts from the same anonymous donor, were merged with The Clayton C. Wagner Parkinson's Disease Research Professorship to create a named endowed chair position February 2, 2007. Because the position has remained vacant for an extended period of time, the need for this fund has diminished greatly since it was first established, leaving unused income. Pursuant to the terms of the fund as initially established, and in order to further the donor's intent, the chairperson of the Department of Neurology, in consultation with the dean of the College of Medicine and with the senior vice president for health sciences, recommends that the fund name and description be further revised as set forth herein, and that fifty percent of this fund's principal balance be used to establish a second fund for the same purpose, The Clayton C. Wagner Parkinson's Disease Professorship, effective May 20, 2021.

The annual distribution from this fund shall be used for a professorship position to support the advancement of medical knowledge of Parkinson's disease towards finding the cause, innovative treatments, and cure. Support shall be provided to a distinguished researcher, teacher, and practitioner in the College of Medicine for basic or clinically relevant research, to include both genetic and epidemiological factors. The position holder shall be appointed and reviewed in accordance with the then current guidelines and procedures for faculty appointment.

The highest-ranking official in the College of Medicine or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees and Foundation Board as recommended by the highest-ranking officials in the Department of Neurology, the College of Medicine and health sciences or their designees. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donor as good conscience and need dictate.

**The Clayton C. Wagner Parkinson's Disease Professorship**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish The Clayton C. Wagner Parkinson's Disease Professorship effective May 20, 2021, with a fund transfer by the College of Medicine of gifts to The Clayton C. Wagner Parkinson's Disease Research Professorship from the estate of an anonymous donor made in memory of Clayton C. Wagner.

The annual distribution from this fund shall be used for a professorship position to support the advancement of medical knowledge of Parkinson's disease towards finding the cause, innovative treatments, and cure. Support shall be provided to a distinguished researcher, teacher, and practitioner in the College of Medicine for basic or clinically relevant research, to include both genetic and epidemiological factors. The position holder shall be appointed and reviewed in accordance with the then current guidelines and procedures for faculty appointment.

The highest-ranking official in the College of Medicine or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest-ranking officials in the Department of Neurology, the College of Medicine and health sciences or their designees to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**The Frank C. Woodside III Clinical Professorship of Trial Advocacy**

The Frank C. Woodside III Fund for the Pro Bono Research Group at the College of Law was established May 7, 1999, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Dr. Frank Chester Woodside III (BS Biological Sciences 1966; JD 1969) of Wyoming, Ohio given with the intent to increase the quality of the trial advocacy program. Effective November 4, 2016, the fund name and description were revised. The required funding level for a professorship has been reached. Effective May 20, 2021, the fund name and description shall be revised, and the position shall be established.

The annual distribution shall be used to supports a professorship position in the Michael E. Moritz College of Law, Civil Law Clinic. The position holder shall be appointed and reviewed in accordance with the then current guidelines and procedures for faculty appointment.

The highest-ranking official in the Michael E. Moritz College of Law or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the highest-ranking official in the Michael E. Moritz College of Law or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**The Kara J. Trott Endowed Professorship in Law**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish The Kara J. Trott Endowed Professorship in Law effective May 20, 2021, with a gift from Kara Jean Trott (JD 1991).

The annual distribution supports a professorship position in the Michael E. Moritz College of Law. The individual appointed to this position shall be known as the Kara J. Trott Professor in Law. The highest-ranking official in the college or his/her designee shall determine the focus of the position and may revise the focus every five years. The position holder may be recommended by the highest-ranking official in the college or his/her designee and shall be appointed and reviewed in accordance with the then current guidelines and procedures for faculty appointment.

If the position is vacant, annual distribution may be used to support tenure track or clinical faculty in the Michael E. Moritz College of Law at the discretion of the highest-ranking official in the college or his/her designee. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the college.

The highest-ranking official in the Michael E. Moritz College of Law or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest-ranking official in the Michael E. Moritz College of Law or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**The Kara J. Trott Endowed Professorship in Law  
in honor of Prof. Lawrence Herman**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish The Kara J. Trott Endowed Professorship in Law in honor of Prof. Lawrence Herman effective May 20, 2021, with a gift from Kara Jean Trott (JD 1991).

The annual distribution supports a professorship position in the Michael E. Moritz College of Law. The individual appointed to this position shall be known as the Lawrence "Larry" Herman Professor in Law. The highest-ranking official in the college or his/her designee shall determine the focus of the position and may revise the focus every five years. The position holder may be recommended by the highest-ranking official in the college or his/her designee and shall be appointed and reviewed in accordance with the then current guidelines and procedures for faculty appointment.

If the position is vacant, annual distribution may be used to support tenure track or clinical faculty in the Michael E. Moritz College of Law at the discretion of the highest-ranking official in the college or his/her designee. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the college.

The highest-ranking official in the Michael E. Moritz College of Law or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest-ranking official in the Michael E. Moritz College of Law or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**The Kara J. Trott Endowed Professorship in Law  
in honor of Prof. Morgan E. Shipman**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish The Kara J. Trott Endowed Professorship in honor of Prof. Morgan E. Shipman effective May 20, 2021, with a gift from Kara Jean Trott (JD 1991).

The annual distribution supports a professorship position in the Michael E. Moritz College of Law. The individual appointed to this position shall be known as the Morgan E. Shipman Professor in Law. The highest-ranking official in the college or his/her designee shall determine the focus of the position and may revise the focus every five years. The position holder may be recommended by the highest-ranking official in the college or his/her designee and shall be appointed and reviewed in accordance with the then current guidelines and procedures for faculty appointment.

If the position is vacant, annual distribution may be used to support tenure track or clinical faculty in the Michael E. Moritz College of Law at the discretion of the highest-ranking official in the college or his/her designee. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the college.

The highest-ranking official in the Michael E. Moritz College of Law or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest-ranking official in the Michael E. Moritz College of Law or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**The Larry J. Copeland, M.D. Professorship in Gynecologic Oncology**

The Larry J. Copeland, M.D. Professorship Fund in Gynecologic Oncology was established May 30, 2003, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from grateful patients and friends made to the OSU Foundation in honor of Larry J. Copeland, M.D., physician and friend. The required funding level for a professorship has been reached. Effective May 20, 2021, the fund name and description shall be revised, and the position shall be established.

All gifts are to be invested by the Foundation, under the rules and regulations adopted by the Foundation's Board of Directors, with the right to invest and reinvest as occasion dictates.

The annual distribution shall be used for a professorship position to support the advancement of medical knowledge of gynecologic cancer towards finding the cause, innovative treatments, and cure. Support shall be provided to a distinguished teacher, practitioner, and researcher in the College of Medicine.

The chairperson of the Department of Obstetrics and Gynecology may recommend appointees. The position holder shall be appointed and reviewed in accordance with the then current guidelines and procedures for faculty appointment.

If the position is vacant, the annual distribution may be used to support the faculty in the College of Medicine. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the college.

In any given year that the endowment distribution is not fully expended, the unused portion should be reinvested in the endowment principal.

It is the desire of the donors that this fund should benefit the University in perpetuity. If the need for this fund should cease to exist or so diminish as to provide unused distribution, then another use shall be designated by the Foundation Board, in consultation with the highest-ranking official in the College of Medicine or his/her designee in order to carry out the desire of the donors.

**Dr. Joel Goodnough and Family Fellowship in Medicine**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, established the Dr. Joel Goodnough and Family Scholarship Fund in Medicine effective November 19, 2020, with gifts from Dr. Joel Evan Goodnough and Brenda Riegel Goodnough. The required funding level for a fellowship has been reached. Effective May 20, 2021, the fund name and description shall be revised, and the fellowship shall be established.

The annual distribution supports a fellowship(s) to students who are enrolled in the College of Medicine and graduated from high schools in one of the following Ohio counties: Athens, Belmont, Brown, Carroll, Clermont, Columbiana, Coshocton, Gallia, Guernsey, Harrison, Highland, Hocking, Holmes, Jackson, Jefferson, Lawrence, Mahoning, Meigs, Monroe, Morgan, Muskingum, Noble, Perry, Pike, Ross, Scioto, Trumbull, Tuscarawas, Vinton, or Washington. Candidates must demonstrate financial need and have an interest in practicing in a rural setting. It is the donors' desire to provide as significant financial support as possible to one eligible recipient. Any remaining distribution shall be used to provide as significant financial support as possible to additional eligible recipients.

Recipients, the number of recipients, and amount of each fellowship shall be determined in accordance with the then current guidelines and procedures established by the College of Medicine, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest-ranking official in the College of Medicine or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest-ranking official in the College of Medicine or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**The Richard W. Trott '61 Distinguished Visiting Professorship Support Fund**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish The Richard W. Trott '61 Distinguished Visiting Professorship Support Fund effective May 20, 2021, with a gift from Kara Jean Trott (JD 1991).

Richard W. Trott graduated summa cum laude from The Ohio State University in 1961. Throughout his career, Mr. Trott made extraordinary contributions toward raising the standards of excellence in architectural design and to the integration of art and design. He was an exceptional designer who was always receptive to new ideas. For his efforts, he received numerous design awards including the Governor's Award for Contributions to the Fine Arts and was elected to the College of Fellows of the American Institute of Architects. Mr. Trott was the co-designer of the Wexner Center for the Arts which is his greatest professional legacy to The Ohio State University.

The annual distribution from this fund supports the Richard W. Trott '61 Distinguished Visiting Professor. Expenditures may include, but are not limited to, salary and benefits and/or recruitment efforts, research, and community engagement of the professor. Expenditures shall enrich the experience of undergraduate and graduate students across the Austin E. Knowlton School of Architecture by strengthening the connections between architecture and allied disciplines: landscape architecture, planning, and urban design through design studios and other courses. Expenditures shall also be used to promote meaningful interactions with students and faculty and provide support for public lectures or exhibitions. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the College of Engineering, in consultation with the highest-ranking official in the Austin E. Knowlton School of Architecture or his/her designee.

In years when there is no appointed Richard W. Trott '61 Distinguished Visiting Professor, the annual distribution may be used to expand Austin E. Knowlton School of Architecture's interdisciplinary efforts. Expenditures may be recommended by the highest-ranking official in the Austin E. Knowlton School of Architecture or his/her designee and shall be approved in accordance with the then current guidelines and procedures established by the College of Engineering.

The highest-ranking official in the College of Engineering or his/her designee, in consultation with the highest-ranking official in the Austin E. Knowlton School of Architecture or his/her designee, has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest-ranking officials in the College of Engineering and the Austin E. Knowlton School of Architecture or their designees to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**Cloyd Endowed Scholarship Fund for Allen County**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Cloyd Endowed Scholarship Fund for Allen County effective May 20, 2021, with gifts from Dr. Gil Cloyd (DVM 1969) and Susan Cloyd.

The annual distribution from this fund provides one or more scholarships to students who graduated from a high school in Allen County, Ohio, and demonstrate financial need. The annual distribution shall be equally divided between candidates attending the Columbus campus and candidates attending The Ohio State University at Lima. Scholarships are renewable for up to eight semesters as long as recipients remain in good academic standing. If recipients from the Lima campus transfer to the Columbus campus, the scholarship can follow them and reset to the Lima campus upon the recipient's graduation. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest-ranking official in Student Financial Aid or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest-ranking official in Student Financial Aid or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**Maryann Z. and Larry Kennedy Endowed Fund in Drug Discovery**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Maryann Z. and Larry Kennedy Endowed Fund in Drug Discovery effective May 20, 2021, with gifts from Maryann Z. Kennedy (BS 1978) and Lawrence D. Kennedy.

The annual distribution from this fund supports advancing drug discovery in the College of Pharmacy. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the college.

If the gifted principal balance of the Fund reaches the required endowment funding level of \$1,000,000 to establish a professorship by December 31, 2029, the fund name shall be revised to the Maryann Z. and Larry Kennedy Endowed Professorship in Drug Discovery. Thereafter, the annual distribution shall support a professorship position in the College of Pharmacy focused on advancing drug discovery. The position holder shall be appointed and reviewed in accordance with the then current guidelines and procedures for faculty appointment.

If the position is vacant, the annual distribution may be used to support the faculty in the College of Pharmacy focused on advancing drug discovery. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the college.

The highest-ranking official in the College of Pharmacy or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest-ranking official in the College of Pharmacy or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**Dr. Arthur Burghes Endowed Lectureship Fund**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Dr. Arthur Burghes Endowed Lectureship Fund effective May 20, 2021, with grants from Fidelity Investments through a donor-advised fund established by Dr. Rita W. Kaspar (MS 2009, PhD 2009) and Dr. Brian K. Kaspar.

The annual distribution from this fund supports a lectureship for the neuro-muscular program in the Wexner Medical Center, Department of Neurology. In years when a lecture cannot be held, the fund may be used to support the department as recommended by the highest-ranking official in the department or his/her designee. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the Wexner Medical Center.

The highest-ranking official in the Wexner Medical Center or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest-ranking official in the Wexner Medical Center or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**John & Christine Olsen Professorship Fund in Head and Neck Radiation Oncology**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the John & Christine Olsen Professorship Fund in Head and Neck Radiation Oncology effective May 20, 2021, with gifts from Dr. John O. Olsen and Christine E. Olsen.

Until December 31, 2025, the annual distribution may be either held in the distribution fund to be used in subsequent years or reinvested in the endowment principal at the discretion of the highest-ranking official(s) in The Ohio State University Comprehensive Cancer Center – Arthur G. James Cancer Hospital and Richard J. Solove Research Institute (OSUCCC – James) or his/her/their designee(s).

Should the gifted endowment principal balance reach \$1,000,000 for a professorship by December 31, 2025, the endowment shall be revised to the John & Christine Olsen Professorship in Head and Neck Radiation Oncology. Thereafter, the annual distribution from this fund shall support a professorship position in OSUCCC – James supporting a faculty physician specializing in head and neck radiation oncology. It is the donors' preference that consideration be given to a faculty physician specializing in head, neck, and brain cancers. If the position is vacant, the annual distribution may be used to support OSUCCC – James as recommended by the highest-ranking official(s) in OSUCCC - James or his/her/their designee(s). The position holder shall be appointed and reviewed in accordance with the then current guidelines and procedures for faculty appointment.

If full funding is not reached, the annual distribution shall support faculty in OSUCCC – James as recommended by the highest-ranking official(s) in OSUCCC - James or his/her/their designee(s). Expenditures shall be approved in accordance with the then current guidelines and procedures established by OSUCCC – James.

If at any time the gifted principal balance of the fund reaches the then current minimum required for an endowed chair position, the fund name and purpose shall be revised to support a chair position in OSUCCC – James supporting a faculty physician specializing in head and neck radiation oncology. It is the donors' preference that consideration be given to a faculty physician specializing in head, neck, and brain cancers.

If the position is vacant, the annual distribution may be used to support OSUCCC – James as recommended by the highest-ranking official(s) in OSUCCC - James or his/her/their designee(s).

The highest-ranking official(s) in OSUCCC – James or his/her/their designee(s) has(have) the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest-ranking official(s) in OSUCCC – James or his/her/their designee(s) to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**John & Christine Olsen Professorship Fund in Head and Neck Surgical Oncology**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the John & Christine Olsen Professorship Fund in Head and Neck Surgical Oncology effective May 20, 2021, with gifts from Dr. John O. Olsen and Christine E. Olsen.

Until December 31, 2025, the annual distribution may be either held in the distribution fund to be used in subsequent years or reinvested in the endowment principal at the discretion of the highest-ranking official(s) in The Ohio State University Comprehensive Cancer Center – Arthur G. James Cancer Hospital and Richard J. Solove Research Institute (OSUCCC – James) or his/her/their designee(s).

Should the gifted endowment principal balance reach \$1,000,000 for a professorship by December 31, 2025, the endowment shall be revised to the John & Christine Olsen Professorship in Head and Neck Surgical Oncology. Thereafter, the annual distribution from this fund shall support a professorship position in OSUCCC – James supporting a faculty physician specializing in head and neck surgical oncology. It is the Donors' preference that consideration be given to a faculty physician specializing in head and neck cancers. If the position is vacant, the annual distribution may be used to support OSUCCC – James as recommended by the highest-ranking official(s) in OSUCCC - James or his/her/their designee(s). The position holder shall be appointed and reviewed in accordance with the then current guidelines and procedures for faculty appointment.

If full funding is not reached, the annual distribution shall support faculty in OSUCCC – James as recommended by the highest-ranking official(s) in OSUCCC - James or his/her/their designee(s). Expenditures shall be approved in accordance with the then current guidelines and procedures established by OSUCCC – James.

If at any time the gifted principal balance of the fund reaches the then current minimum required for an endowed chair position, the fund name and purpose shall be revised to support a chair position in OSUCCC – James supporting a faculty physician specializing in head and neck surgical oncology. It is the Donors' preference that consideration be given to a faculty physician specializing in head and neck cancers. If the position is vacant, the annual distribution may be used to support OSUCCC – James as recommended by the highest-ranking official(s) in OSUCCC - James or his/her/their designee(s). The position holder shall be appointed and reviewed in accordance with the then current guidelines and procedures for faculty appointment.

The highest-ranking official(s) in OSUCCC – James or his/her/their designee(s) has(have) the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest-ranking official(s) in OSUCCC – James or his/her/their designee(s) to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **The Jean Kauffman Yost Pharmacy Scholarship Fund**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish The Jean Kauffman Yost Pharmacy Scholarship Fund effective May 20, 2021, with a gift from Jean Kauffman Yost (MSW and R. David Yost in honor of the 125th anniversary of Jean Kauffman Yost's great-grandfather, George Beecher Kauffman, becoming the first dean of The Ohio State University, College of Pharmacy. The donors also wish to honor the much-loved African-American caregivers in their lives.

The annual distribution from this fund provides one or more scholarship(s) to students who are enrolled in the College of Pharmacy and demonstrate financial need. The donors desire that when awarding the scholarship(s) special consideration be given to candidates who have experience living or working in diverse environments. Scholarships are renewable as long as recipients remain in good academic standing. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the college, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest-ranking official in the College of Pharmacy or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest-ranking official in the College of Pharmacy or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**MHA Class of '90 Scholarship Fund**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the MHA Class of '90 Scholarship Fund effective May 20, 2021, with gifts from Paul E. Koren and Peyton R. Howell (MHA 1990).

The annual distribution from this fund provides one or more scholarships to students in the College of Public Health, Master of Health Administration Program who demonstrate financial need. If no students meet the selection criteria, the scholarship(s) will be open to all students enrolled in the college. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the college, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest-ranking official in the College of Public Health or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest-ranking official in the College of Public Health or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**Susan Pratt Munthe International Studies Graduate Fund**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Susan Pratt Munthe International Studies Graduate Fund effective May 20, 2021, with gifts from Susan Pratt Munthe (BA 1974).

The annual distribution from this fund supports graduate and PhD students whose area of focus is international studies. Preference shall be given to candidates whose focus is on Latin America. Expenditures may be used for, but are not limited to, tuition and fees, research, conferences and travel. Expenditures may be recommended by the highest-ranking official in the International Studies program or his/her designee and shall be approved in accordance with the then current guidelines and procedures established by the College of Arts and Sciences. Recipients, the number of recipients, and amount of support may be recommended by the highest-ranking official in the International Studies program or his/her designee and shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the college, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest-ranking official in the College of Arts and Sciences or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest-ranking official in the College of Arts and Sciences or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**Dr. Larry Berliner and Barbara E. Anderson Undergraduate Chemistry Scholarship Fund**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Dr. Larry Berliner and Barbara E. Anderson Undergraduate Chemistry Scholarship Fund effective May 20, 2021, with gifts from Dr. Lawrence J. Berliner and Ms. Barbara Anderson (MA 1971).

The annual distribution from this fund provides renewable scholarships to undergraduate students enrolled in the College of Arts and Sciences who are majoring in chemistry or biochemistry and demonstrate financial need. Preference will be given to candidates who are participating in the Honors program. If no students meet the selection criteria, the scholarship(s) will be open first to all students majoring in English, then to all students majoring in actuarial science, astronomy and astrophysics, earth sciences, mathematics, or physics. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the college, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest-ranking official in the College of Arts and Sciences or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

In the year 2070 the fund shall be dissolved, and the principal balance shall be used to provide as many scholarships as possible over the next ten to twenty years.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest-ranking official in the College of Arts and Sciences or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**William L. and Anne Telfair Clippard Endowed Fund**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the William L. and Anne Telfair Clippard Endowed Fund effective May 20, 2021, with gifts from William L. Clippard III (BME 1963) and Anne Telfair Clippard (BS 1965).

The annual distribution from this fund supports undergraduate experiential learning in the Department of Mechanical and Aerospace Engineering. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the College of Engineering.

The highest-ranking official in the College of Engineering or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest-ranking official in the College of Engineering or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**Michael F. McFrederick Memorial Scholarship Fund**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Michael F. McFrederick (ASC 1986) Memorial Scholarship Fund effective May 20, 2021, with gifts from Roger McFrederick and Janice McFrederick.

The annual distribution from this fund provides one or more need-based scholarships to students who are enrolled in the College of Food, Agricultural, and Environmental Sciences, Ohio State Agricultural Technical Institute (ATI). Candidates must be majoring in landscape horticulture, horticultural science, or turfgrass management. If no students meet the selection criteria, the scholarship(s) will be open to all students who are enrolled in ATI. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the college, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest-ranking official in the College of Food, Agricultural, and Environmental Sciences or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest-ranking official in the College of Food, Agricultural, and Environmental Sciences or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**Dr. Rohini Desai Mulchandani Endowment Fund for Undergraduate Student Research  
in Food Science and Technology**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Dr. Rohini Desai Mulchandani Endowment Fund for Undergraduate Student Research in Food Science and Technology effective May 20, 2021, with a gift from Dr. Rohini Desai Mulchandani (PhD 1976).

The annual distribution from this fund supports undergraduate student research in the Department of Food Science and Technology, College of Food, Agricultural and Environmental Sciences. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the college.

The highest-ranking official in the College of Food, Agricultural and Environmental Sciences or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest-ranking official in the College of Food, Agricultural and Environmental Sciences or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **The Gary and Mary Ellen Price Endowed Scholarship Fund**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish The Gary and Mary Ellen Price Endowed Scholarship Fund effective May 20, 2021, with a gift from Gary Price (BS 1983) and Mary Ellen Curzon-Price.

The annual distribution from this fund provides one or more scholarship(s) to students who are enrolled in the Max M. Fisher College of Business, demonstrate financial need, and are involved in Fisher F.I.R.S.T., Project THRIVE, or the Undergraduate Business Women's Association or successor organizations. Undergraduate students must have a minimum 3.0 grade point average (GPA); graduate students must have a 3.3 minimum GPA. If no students meet the selection criteria, the scholarship(s) will be open to all students who are enrolled in the college and demonstrate financial need. Scholarships may be used for tuition and fees, as well as room and board for on-campus housing. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the college, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

Unused annual distribution shall be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest-ranking official in the Max M. Fisher College of Business or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**Larry and Janet Robertson 100% TBDBITL Scholarship Fund**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Larry and Janet Robertson 100% TBDBITL Scholarship Fund effective May 20, 2021, with gifts from Janet E. Robertson (BS 1984) and Dr. Larry W. Robertson.

This fund is included in the 100% TBDBITL Scholarship Endowment Initiative.

The annual distribution from this fund provides scholarships to active members of The Ohio State University Marching Band. Recipients will be recommended by the director of the Marching Band and approved by the director of the School, in consultation with Student Financial Aid.

The highest-ranking official in the College of Arts and Sciences or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest-ranking official in the College of Arts and Sciences or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **The Schuck Family Endowed Scholarship Fund**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish The Schuck Family Endowed Scholarship Fund effective May 20, 2021, with gifts from Henry Lee Schuck (JD 2009) and Jessica Schuck.

The annual distribution from this fund provides one or more scholarship(s) to first-generation college students who are enrolled in the Michael E. Moritz College of Law and demonstrate financial need and academic merit. Scholarships are renewable as long as recipients remain in good academic standing. If no students meet the selection criteria, the scholarship(s) will be open to all students who are enrolled in the college and demonstrate financial need and academic merit. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the college, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest-ranking official in the Michael E. Moritz College of Law or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest-ranking official in the Michael E. Moritz College of Law or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **The Mark and Linda Sirgo Pharmacy Scholarship Fund**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish The Mark and Linda Sirgo Pharmacy Scholarship Fund effective May 20, 2021, with a gift from Dr. Mark Alan Sirgo (BS 1977) and Linda P. Sirgo.

The annual distribution from this fund provides one or more scholarship(s) to students who are enrolled in the College of Pharmacy, demonstrate financial need and are working towards a professional pharmacy degree. Preference shall be given to first-generation college students who graduated from GlenOak High School in Canton, Ohio; second to high schools in Stark County, Ohio and third to high schools in contiguous counties. The donors desire that when awarding the scholarship(s) special consideration be given to students who have overcome substantial educational or economic obstacles. Scholarships are renewable as long as recipients remain in good academic standing. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the college, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest-ranking official in the College of Pharmacy or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest-ranking official in the College of Pharmacy or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**The Margaret E. and John H. Cox Jr. Family Endowed Scholarship Fund**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish The Margaret E. and John H. Cox Jr. Family Endowed Scholarship Fund effective May 20, 2021, with gifts from David H. Cox (BA 1975) and Christine G. Cox.

The annual distribution from this fund shall provide scholarships to one or more highly talented students enrolled in the College of Arts and Sciences who demonstrate merit and financial need and who are graduates of Whitehall-Yearling High School in Whitehall, Ohio with preference to qualified candidates who are incoming students attending the Columbus campus. It is the donors' desire to provide as significant financial support as possible to two eligible recipients. Any remaining distribution shall be used to provide as significant financial support as possible to additional eligible recipients. If no students meet the selection criteria, the scholarship(s) will be open to all students enrolled in the college. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by Student Financial Aid. Scholarships are renewable as long as the recipients remain in good academic standing with the University.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest-ranking official in Student Financial Aid or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest-ranking official in Student Financial Aid or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **The General Electric Endowed Fund in the College of Engineering**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish The General Electric Endowed Fund in the College of Engineering effective May 20, 2021, with the reallocation of unspent gifts from the GE Foundation originally given to the Math Excellence - Grades 7, 8, & 9 fund.

The annual distribution from this fund shall be used at the discretion of the highest-ranking official in the College of Engineering or his/her designee. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the college.

Should the gifted endowment principal balance reach \$100,000 by March 31, 2026, the endowment shall be revised to The General Electric Buckeye Alumni Scholarship in Engineering Fund. Thereafter, the annual distribution from this fund shall provide one or more scholarships to undergraduate students in their second, third or fourth year who are enrolled in the College of Engineering, have a minimum 3.0 grade point average and demonstrate financial need. Candidates must be majoring in aerospace engineering, chemical engineering, computer science engineering, electrical and computer engineering, environmental engineering, integrated systems engineering, mechanical engineering, materials science engineering, or welding engineering. The donor desires that when awarding this scholarship special consideration be given to students who are members of an organization recognized by The Ohio State University that is open to all, and whose mission seeks to advance the need of Hispanic, female, African American and black engineers, and actively contributes to nurturing a more diverse and inclusive community, such as the National Society of Black Engineers (NSBE), the Society of Hispanic Professional Engineers (SHPE), or the Society of Women Engineers (SWE). If no students meet the selection criteria, the scholarship(s) will be open to all students enrolled in the college who have a minimum 3.0 grade point average and are majoring in aerospace engineering, chemical engineering, computer science engineering, electrical and computer engineering, environmental engineering, integrated systems engineering, mechanical engineering, materials science engineering, or welding engineering. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the college, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest-ranking official in the College of Engineering or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest-ranking official in the College of Engineering or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**Nancy H. and David E. Bull Student Emergency Financial Assistance Fund**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Nancy H. and David E. Bull Student Emergency Financial Assistance Fund effective May 20, 2021, with gifts from Colonel David E. Bull (MS 1967) and Dr. Nancy H. Bull (PhD 1992).

The annual distribution from this fund provides emergency financial support on a case-by-case basis to dedicated student(s) enrolled in the College of Food, Agricultural, and Environmental Sciences who are experiencing extenuating financial circumstances or a temporary financial hardship that impedes their education. Students will self-identify through the academic program's office. Funds are not to be used as regular annual scholarship awards.

The academic programs office in the College of Food, Agricultural, and Environmental Sciences may recommend recipients. Recipients, the number of recipients, and amount of support shall be determined in accordance with the then current guidelines and procedures established by college, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest-ranking official in the College of Food, Agricultural, and Environmental Sciences or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest-ranking official in the College of Food, Agricultural, and Environmental Sciences or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**John B. Roberts, MD Endowed Fund**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the John B. Roberts, MD Endowed Fund effective May 20, 2021, with gifts from family, friends, and colleagues given to honor Dr. Roberts and recognize his career as an orthopedic surgeon.

The annual distribution from this fund supports the College of Medicine. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the college.

Should the gifted endowment principal balance reach the minimum funding level required at that date for a restricted endowed fund, the endowment shall be revised to the John B. Roberts, MD Graduate Student Support Fund in Orthopaedics. Thereafter, the annual distribution from this fund shall provide support to one or more graduate students who are studying in the Department of Orthopaedics. Recipients, the number of recipients, and amount of support shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the College of Medicine, in consultation with Student Financial Aid.

Should the gifted endowment principal balance reach the minimum funding level required at that date for an endowed fellowship, the endowment shall be revised to the John B. Roberts, MD Endowed Fellowship in Orthopaedics. Thereafter, the annual distribution from this fund shall provide salary and benefits for a fellowship position in the Department of Orthopaedics. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the College of Medicine.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest-ranking official in the College of Medicine or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest-ranking official in the College of Medicine or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **The Leach Family Endowment for Audiology Services**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish The Leach Family Endowment for Audiology Services effective May 20, 2021, with gifts from Donald B. Leach Jr. (JD 1982) and Jane Davis Leach (BS 1979, MA 1983).

The annual distribution from this fund supports the OSU Speech-Language-Hearing Clinic. Potential uses may include, but are not limited to, scholarships or travel awards for students; travel or research awards for clinic faculty and staff; equipment or capital needs; and outreach services. Per the donors' request, expenditures may be recommended by the highest-ranking official in the clinic or his/her designee, in consultation with the highest-ranking official in the Department of Speech and Hearing Science or his/her designee, to meet priority needs of the clinic's audiology services program. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the College of Arts and Sciences, in consultation with Student Financial Aid. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the college.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest-ranking official in the College of Arts and Sciences or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest-ranking official in the College of Arts and Sciences or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**David Goss Technology and Academic Innovation Stimulus Fund**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the David Goss Technology and Academic Innovation Stimulus Fund effective May 20, 2021, with gifts from the Honorable Rita Sue Eppler-Goss (BS 1978) and family, friends, and colleagues given in memory of Dr. David M. Goss, former faculty member and chair of the Department of Mathematics.

The annual distribution from this fund shall be used to support academics in the Department of Mathematics with their entrepreneurial academic endeavors. Expenditures may be recommended by the highest-ranking official in the department or his/her designee. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the College of Arts and Sciences.

The highest-ranking official in the College of Arts and Sciences or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest-ranking official in the College of Arts and Sciences or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**Anthony Cuilwik Engineering Scholars Endowed Fund**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Anthony Cuilwik Engineering Scholars Endowed Fund effective May 20, 2021, with gifts from CIMx Software Inc.

The annual distribution from this fund supports the Engineering Scholars Programs with first preference to supporting the Green Engineering Scholars. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the College of Engineering.

The highest-ranking official in the College of Engineering or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest-ranking official in the College of Engineering or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**The Dr. Robert B. and Carol Esplin Veterinary Endowed Fund**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish The Dr. Robert B. (DVM 1970) and Carol Esplin Veterinary Endowed Fund effective May 20, 2021, with gifts from the Memories Live On Animal Foundation.

The annual distribution from this fund supports the College of Veterinary Medicine at the discretion of the highest-ranking official in the college or his/her designee. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the college.

If at any time the gifted principal balance reaches the then current minimum required for a restricted endowment, the fund name shall be revised to The Dr. Robert B. and Carol Esplin Veterinary Scholarship Endowed Fund and the annual distribution will provide one or more scholarship(s) to third or fourth-year students who are enrolled in the College of Veterinary Medicine and have an interest in small animal medicine. First preference shall be given to candidates who graduated from high schools in Lucas County, Ohio. Second preference shall be given to candidates who graduated from high schools in Fulton or Wood Counties, Ohio. Third preference shall be given to candidates who graduated from high schools in the state of Ohio. Scholarships are renewable as long as recipients remain in good academic standing. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the college, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest-ranking official in the College of Veterinary Medicine or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest-ranking official in the College of Veterinary Medicine or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **The Joseph Family Scholarship Endowment Fund**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish The Joseph Family Scholarship Endowment Fund effective May 20, 2021, with gifts from Dr. Robert L. Joseph (BS 1968, MS 1970, PhD 1975) and Linda R. Joseph (BS 1968).

Bob Joseph and Linda Roe Joseph chose to establish this endowment because scholarships enabled and encouraged both of them to attend The Ohio State University's College of Agriculture, now the College of Food, Agricultural, and Environmental Sciences. They also wanted to honor Bob's family's commitment to 4-H. The Joseph family has been involved in 4-H in Licking and Knox Counties for many years. Bob's parents, C. Fred and Helen Cryder Joseph, were both 4-H members in their youth. Both were great supporters of their children: Bob, Sarah, Rebecca, Stephen, Laura, David, Daniel, and Timothy, as they experienced 4-H. The family participation included serving on Junior Fair Boards, taking part in Junior Leadership, traveling as an International Farm Youth Exchange (IFYE) student, judging 4-H projects, supporting fundraising, advising 4-H clubs, and encouraging young 4-H members. Brother Steve served as the 4-H Educator and County Chairman in Medina County. The "I Got My Start in 4-H" motto fits every member of the Joseph Family.

The annual distribution from this fund provides one or more scholarships to undergraduate students who are enrolled in the College of Food, Agricultural and Environmental Sciences at either the Columbus, Agricultural Technical Institute, or other regional campuses. Candidates must have participated in 4-H and graduated from a high school in Licking or Knox Counties, Ohio. Scholarships are renewable up to four years as long as the recipients maintain a minimum 2.8 grade point average. If no eligible 4-H candidates from Licking or Knox Counties, Ohio are identified, the scholarship(s) may be awarded to any student who participated in 4-H. If the Ohio 4-H program ceases to exist, the scholarship(s) will be open to all students who are enrolled in the college. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the college, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest-ranking official in the College of Food, Agricultural and Environmental Sciences or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor(s) named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest-ranking official in the College of Food, Agricultural and Environmental Sciences or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**Francis C. (BCE '63) and Mary Jeannette (BS Ed '60, MA Ed '90) Smith  
Engineering Endowed Scholarship Fund**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Francis C. (BCE '63) and Mary Jeannette (BS Ed '60, MA Ed '90) Smith Engineering Endowed Scholarship Fund effective May 20, 2021, with gifts from Francis C. Smith.

The annual distribution from this fund provides one or more scholarships to students who are enrolled in the College of Engineering, are ranked as second year, and demonstrate financial need. First preference is for students who are from Morgan or Ashtabula counties in Ohio and are studying Civil Engineering in the Department of Civil, Environmental and Geodetic Engineering. Second preference is for students who are from Morgan or Ashtabula counties. Third preference is for students studying in the department. If no students meet the selection criteria, the scholarship(s) will be open to all students enrolled in the college. It is the donor's desire to provide as significant financial support as possible to one eligible recipient. Any remaining distribution shall be used to provide as significant financial support as possible to additional eligible recipients. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the college, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest-ranking official in the College of Engineering or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest-ranking official in the College of Engineering or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **A Soldier for Life Scholarship Fund**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the A Soldier for Life Scholarship Fund effective May 20, 2021, with gifts from Kenneth P. Maykowski (BS 1970).

The annual distribution from this fund provides one or more scholarships to Army ROTC cadets who demonstrate financial need and are contracted to commission in the United States Army. If no students meet the selection criteria, the scholarship(s) will be open to all Army ROTC cadets. If the Army ROTC ceases to exist at the University, the annual distribution shall be used to support military-connected students affiliated with the United States Army. Scholarships may be used for tuition and fees, room and board, and additional educational expenses (including books). The donor prefers that total scholarship distribution be awarded in amounts divisible by 500.

Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the Department of Military Science, in consultation with the Office of Military and Veterans Services and Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

Any remaining distribution shall be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest-ranking official in the Department of Military Science or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **The Arvo Toukonen Scholarship Fund**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish The Arvo Toukonen Scholarship Fund effective May 20, 2021, with gifts from Arvo W. Toukonen (BS 1966, BS 1971, MA 1973).

The annual distribution from this fund provides one or more scholarships to students who graduated from Jefferson Area Local High School in Jefferson, Ohio or successor. If no students meet the selection criteria, students who graduated from any public high school in Ashtabula County, Ohio may be considered. It is the donor's desire to provide as significant financial support as possible to one eligible recipient. Any remaining distribution shall be used to provide as significant financial support as possible to additional eligible recipients. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

Unused annual distribution shall be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest-ranking official in Student Financial Aid or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**Vic and Judy Von Blon Endowed Scholarship Fund**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Vic and Judy Von Blon Endowed Scholarship Fund effective May 20, 2021, with gifts from Dr. W. Victor Von Blon (BS 1958).

The annual distribution from this fund provides scholarships to undergraduate students attending the Lima campus who demonstrate financial need and leadership abilities with preference given to candidates from Auglaize County, Ohio. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by The Ohio State University Lima, in consultation with Student Financial Aid.

The University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest-ranking official at The Ohio State University Lima or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest-ranking official at The Ohio State University Lima or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**Richard M. Mora Leadership Endowed Fund**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, shall establish the Richard M. Mora Leadership Endowed Fund effective May 20, 2021, with gifts from Richard M. Mora (BS 1963).

The annual distribution from this fund supports the College of Pharmacy at the discretion of the highest-ranking official in the college. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the college.

The highest-ranking official in the College of Pharmacy or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest-ranking official in the College of Pharmacy or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**The Dave and Margie Williams Distinguished Lecture Series Fund**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, established the College of Engineering Distinguished Lecture Fund effective May 31, 2019, with gifts from friends of the College of Engineering. Effective May 20, 2021, the fund name and description shall be revised.

The annual distribution from this fund supports lectures in the College of Engineering to be held at least annually and no more than twice during the academic year, commencing with academic year 2021-2022. It is the donors' preference that the lecturers chosen have a background in a technical discipline and be employed outside of a university setting, preferably in business and industry, government, or a foundation. Distinguished lecturers shall be chosen at the discretion of the highest-ranking official in the college or his/her designee, with attention to diversity in all aspects. It is the donors' hope that distinguished lecturers will have time to interact with students, faculty and staff outside the lecture itself while visiting the campus, and the fund may be used to support this additional activity, as needed. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the college.

The highest-ranking official in the College of Engineering or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest-ranking official in the College of Engineering or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**The Linda C. Stone, MD, Program for Humanism & the Arts in Medicine Endowment Fund**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, established the Medicine and the Arts Endowment Fund at The Ohio State University Wexner Medical Center effective September 2, 2016, with initial gifts from Dr. Linda C. Stone (MD 1979) and Laurence B. Stone of Columbus, Ohio; and contributions from other donors. Effective May 20, 2021, the fund name and description shall be revised.

The annual distribution from this fund shall be used for the Linda C. Stone, MD, Program for Humanism & the Arts in Medicine, a part of the Humanism in Medicine Initiative in the College of Medicine, providing visual and performing arts programs and events for students, faculty, staff and patients at the college and at The Ohio State University Wexner Medical Center. Fund allocation shall be made by the highest-ranking official in the college, in consultation with a representative of the Humanism in Medicine committee, the Medicine and the Arts board (or their alternatives having oversight of respective programs) and the highest-ranking official in health sciences.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused distribution shall be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the highest-ranking official in the College of Medicine and the faculty or staff representatives of the programs. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **Hagop S. Mekhjian MD Medical Student Scholarship Fund**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, established the Hagop Mekhjian MD Professorship Fund in Gastroenterology, Hepatology and Nutrition effective June 9, 2017, with gifts given in honor of Dr. Hagop S. Mekhjian from family, friends, colleagues, alumni and grateful patients. Effective May 20, 2021, the fund name and description shall be revised.

Dr. Mekhjian served as a faculty member in the Department of Internal Medicine, Division of Gastroenterology, Hepatology and Nutrition from 1969 to 2016 in addition to his roles at the medical center as medical director, chief medical officer and senior associate vice president in health sciences.

The annual distribution from this fund shall provide scholarships to international medical student(s) who demonstrate financial need and academic merit and are enrolled in the College of Medicine. If no students meet the selection criteria, the scholarship(s) will be open to all students enrolled in the college. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the college, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or part, to be contrary to federal or state law or University policy.

The fund may be revised to an endowed professorship when the gifted endowment principal balance reaches the minimum funding level required at that date for an endowed professorship position. Thereafter, the annual distribution shall be used to support an endowed professorship in the Division of Gastroenterology, Hepatology and Nutrition to be held by a nationally or internationally recognized faculty physician or PhD who is distinguished in one of the division's medical specialties, with first consideration given to expertise in Gastroenterology. The position holder shall be appointed and reviewed in accordance with the then current guidelines and procedures for faculty appointment.

The highest-ranking official in the College of Medicine or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation reserve the right to modify the purposes of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest-ranking official in the College of Medicine or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **Burggraf Endowed Graduate Support Fund**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, established the Burggraf Endowed Graduate Support Fund effective February 25, 2021, with gifts from Lisa A. McCauley (BS 1979). Effective May 20, 2021, the fund description shall be revised.

This scholarship fund honors the legacy of Professor Odus R. Burggraf (BAE 1952, MS 1952). Internationally renowned for his research in boundary layer theory, he also devoted his career at Ohio State to helping his many graduate students achieve academic and research excellence. This scholarship fund is established to further his legacy by supporting and encouraging the pursuit of research and innovation in the field of aerospace engineering.

The annual distribution from this fund supports 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 need 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 need 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.

Recipients, the number of recipients, and amount of support shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the College of Engineering, in consultation with the Student Financial Aid office.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest-ranking official in the College of Engineering or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest-ranking official in the College of Engineering or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**The Michael B. Cadwell Endowed Scholarship Fund**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, established The Michael B. Cadwell Endowed Scholarship Fund effective February 25, 2021, with gifts from the Austin E. Knowlton Foundation Inc. Effective May 20, 2021, the fund description shall be revised.

The annual distribution from this fund provides 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 need of students historically underrepresented in higher education. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the College of Engineering, in consultation with Student Financial Aid and the school.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest-ranking official in the College of Engineering or his/her designee, in consultation with the highest-ranking official in the Austin E. Knowlton School of Architecture, has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest-ranking official in the College of Engineering or his/her designee and the highest-ranking official in the Austin E. Knowlton School of Architecture or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**The Sean and Anna Delaney Endowed Scholarship in Veteran Services for the College of Social Work**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, established The Sean (MSW 2014) and Anna Delaney Endowed Scholarship in Veteran Services for the College of Social Work effective September 2, 2016, with a gift from Rick (BS 1982) and Carol (BS 1983, MD 1987) Delaney. Effective May 20, 2021, the fund description shall be revised.

The annual distribution from this fund shall be used to provide scholarships. First-time recipients must be enrolled in the College of Social Work and demonstrate a commitment to working with veterans post-graduation while following an educational plan consistent with high quality preparation for working with said population. Scholarship recipients shall be selected by the current mechanism established by the college's dean, in consultation with Student Financial Aid.

The scholarships are portable if the recipients change campuses; transferable if they change major; and renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good standing with the University.

This fund is included in the Ohio Scholarship Challenge. The University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Under the Challenge, unused annual distribution cannot be reinvested in the fund's principal.

The University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Social Work or his/her designee. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **Lilja Hill Endowed Scholarship Fund**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, established the Lilja Hill Endowed Scholarship Fund April 6, 2018, with gifts from James R. (BME 1969) and Judith L. (BSN 1969) Hill. Effective May 20, 2021, the fund description shall be revised.

The annual distribution from this fund shall be used to provide renewable scholarships to undergraduate students from the state of Ohio who are ranked as juniors or seniors and have a minimum 2.5 grade point average. Candidates must be involved in a student organization(s), volunteer in the community, and demonstrate leadership abilities.

Fifty percent of the annual distribution shall be awarded to candidates who are enrolled in the College of Nursing. It is the donors' desire to provide as significant financial support as possible, up to the full cost of attendance, to two eligible recipients. Any remaining distribution shall be used to provide as significant financial support as possible to additional eligible recipients. Recipients may be recommended by the College of Nursing's scholarship committee. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the College of Nursing, in consultation with Student Financial Aid.

Fifty percent of the annual distribution shall be awarded to candidates who are enrolled in the College of Engineering with a major in the Department of Mechanical and Aerospace Engineering. It is the donors' desire to provide as significant financial support, up to the full cost of attendance, as possible to two eligible recipients. Any remaining distribution shall be used to provide as significant financial support as possible to additional eligible recipients. Recipients may be recommended by the department's scholarship committee. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the College of Engineering, in consultation with Student Financial Aid.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment or reinvested in the endowment principal at the discretion of the highest-ranking officials in the College of Nursing and the College of Engineering or their designees.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donors named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the highest-ranking officials in the College of Nursing and the College of Engineering or their designees. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**The Lois J. Hook Memorial Endowment Scholarship Fund in Materials Science and Engineering**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, established The Lois J. Hook Memorial Endowment Scholarship Fund in Materials Science and Engineering effective June 8, 2018, with gifts from Rollin E. Hook. Effective May 20, 2021, the fund description shall be revised.

The annual distribution from this fund shall be used to provide renewable tuition and fee scholarships to one or more undergraduate students who are enrolled in the College of Engineering and majoring in Materials Science and Engineering. Candidates must rank as a sophomore, junior or senior, and have a minimum 3.0 grade point average. Candidates must be United States citizens or permanent residents and demonstrate financial need. It is the donor's desire to provide significant financial support to the scholarship recipients, rather than provide smaller scholarships to several recipients. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the college, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment or reinvested in the endowment principal at the discretion of the highest-ranking official in the College of Engineering or his/her designee.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purposes of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest-ranking official in the College of Engineering or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**Gary G. Koch and Family Graduate Student Travel Award Endowment Fund**

The Gary G. Koch and Family Graduate Student Travel Award Endowment Fund was established August 31, 2012, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Gary G. Koch (BS 1962, MS 1963), friends, family, and colleagues. Effective May 20, 2021, the fund description shall be revised.

The annual distribution from this fund shall support graduate students in the Department of Statistics in the College of Arts and Sciences to travel to present research at professional meetings. Recipients, the number of recipients, and amount awarded shall be determined in accordance with the then current guidelines and procedures established by the college, in consultation with Student Financial Aid. The annual distribution may also be used for student registration and participation in virtual conferences and job fairs, and to create appropriate infrastructure to facilitate such participation. Expenditures shall be approved in accordance with the then current guidelines and procedures established by the college.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest-ranking official in the College of Arts and Sciences or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donor named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation may modify the purpose of this fund. The University and the Foundation shall consult the highest-ranking official in the College of Arts and Sciences or his/her designee to identify a similar purpose consistent with the original intent of the donor. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

### **S. Christopher Lee MD Medical Student Scholarship Fund**

The S. Christopher Lee MD Medical Student Scholarship Fund was established November 6, 2015, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Dr. Sungkyu Christopher Lee (medical residency, 1970). Effective May 20, 2021, the fund description shall be revised to be consistent with The Sungkyu Christopher Lee, M.D. Family Scholarship Fund.

It is the donor's intent to support educational diversity at the University, consistent with the University's mission and admissions policy. The annual distribution from this fund shall be used to provide scholarships, with a preference for two scholarships to be awarded annually to cover educational expenses. First-time recipients shall be medical student(s) enrolled in the College of Medicine who have achieved scholastic excellence and who have financial need. To qualify, candidates must be full-time medical school students and, when possible, in their second year of the program. It is the donor's desire that the scholarship be awarded in furtherance of the diversity mission with particular attention to, but not limited to, students of Korean American descent. Scholarship recipients shall be selected by college's scholarship committee, in consultation with Student Financial Aid, and approved by college's dean.

The scholarships are portable if the recipients change campuses, transferable if they change major, and are renewable for up to eight semesters, even if the semesters are non-consecutive, as long as the student remains in good standing with the University. This fund is eligible to be included in the Ohio Scholarship Challenge.

The University will match annual distribution payouts in perpetuity. The transfer of matching funds will occur once annually, usually in July. Under the Challenge, unused annual distribution cannot be reinvested in the fund's principal.

The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. The University and the Foundation reserve the right to modify the purposes of this fund, however, (1) in consultation with the donor named above, or (2) if such purposes become unlawful, impracticable, impossible to achieve, or wasteful, provided that such fund shall only be used for the University's charitable purposes. In seeking such modification, the University and the Foundation shall consult the dean of the College of Medicine. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

**The David and Donna Shreiner Endowed Fund  
for Family and Consumer Sciences Education Scholarship**

The David and Donna Shreiner Endowed Fund for Family and Consumer Sciences Education Scholarship was established May 14, 2010, by the Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from David E. (BS Agriculture 1969) and Donna C. (BS Home Economics 1969) Shreiner. Effective May 20, 2021, the fund description shall be revised.

The annual distribution from this fund shall be used to support one or more scholarships for students preparing for or continuing a career in family and consumer sciences education (home economics education) with preference for undergraduate students with a minimum cumulative grade point average of 3.0, with additional preference given to students from Auglaize or Holmes Counties of Ohio. If no students meet the selection criteria, the scholarships shall be open to students with a minimum cumulative grade point average of 3.0 who are studying early childhood education with preference given to students from Auglaize or Holmes Counties of Ohio. Scholarship recipients, the number of recipients, and amount of each scholarship shall be determined in accordance with the then current guidelines and procedures for scholarship administration established by the College of Education and Human Ecology, in consultation with the highest-ranking official in the Family and Consumer Sciences Education program or his/her designee and Student Financial Aid.

The University may modify any selection criteria should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy. In any given year that the endowment distribution is not fully expended, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then the remaining funds will be allocated to support programs for preparing teacher educators. If, in the future, the need for teacher educator preparation programs ceases to exist, then another use shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, should they be alive, and the highest-ranking official in the College of Education and Human Ecology or his/her designee, in consultation with the highest-ranking official in the Family and Consumer Sciences Education program or his/her designee.

**The Dr. Judith and David Westman Scholarship Fund**

The Board of Trustees of The Ohio State University, in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, established The Dr. Judith and David Westman Scholarship Fund effective May 31, 2019, with gifts from Dr. Judith Ann Westman (MD 1981, MS 1987) and David Arthur Westman. Effective May 20, 2021, the fund description shall be revised.

The annual distribution from this fund provides scholarships to students who are enrolled in the Genetic Counseling Graduate Program in the College of Medicine. If at any time the Genetic Counseling Graduate Program in the College of Medicine ceases to exist, the donors request that the University use the endowed fund's annual distribution to provide scholarships to medical students who are enrolled in the college. Recipients will be selected by the dean of the college or his/her designee, in consultation with Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The highest-ranking official in the College of Medicine or his/her designee has the discretion to hold all or a portion of the unused distribution in the distribution fund to be used in subsequent years, and/or reinvest all or a portion of the unused distribution in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures, as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should the University units referenced in this endowment restructure in the future, the terms of the endowment shall apply to their successors in interest. The University and the Foundation may modify the purpose of this fund, in consultation with the donors named above. In accordance with Ohio Revised Code, if the purpose of the fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the University and Foundation, may modify the purpose of this fund. The University and the Foundation shall consult the highest-ranking official in the College of Medicine or his/her designee to identify a similar purpose consistent with the original intent of the donors. Modifications to endowed funds shall be approved by the University's Board of Trustees and the Foundation's Board of Directors, in accordance with the policies of the University and Foundation.

ATTACHMENT LXXXV



# MAJOR PROJECT UPDATES

Projects Over \$20M

May 2021



PROJECT NAME	CONSTRUCTION COMPLETION DATE	APPROVALS		BUDGET	ON TIME	ON BUDGET
		DES	CON			
Newark - John & Mary Alford Ctr for Sci and Technology	COMPLETE	✓	✓	\$32.0 M		
WMC Inpatient Hosp Garage, Infr & Roadwork	COMPLETE	✓	✓	\$101.0 M		
WMC Outpatient Care New Albany	6/21	✓	✓	\$137.9 M		
Newton Renovation and New Nursing Building	5/22	✓	✓	\$25.6 M		
Dodd - Parking Garage	6/22	✓	✓	\$33.3 M		
WMC Outpatient Care Dublin	7/22	✓	✓	\$161.2 M		
Celeste Lab Renovation	8/22	✓	✓	\$31.1 M		
Controlled Environment Food Prod Research Complex	8/22	✓	✓	\$35.8 M		
Arts District	11/22	✓	✓	\$165.1 M		
Combined Heat & Power Plant/District Heating & Cooling Loop	12/22	✓	✓	\$277.7M		
WMC Outpatient Care West Campus	1/23	✓	✓	\$348.8 M		
Interdisciplinary Research Facility	3/23	✓	✓	\$237.5 M		
Energy Advancement and Innovation Center	5/23	✓	✓	\$36.7 M		
Interdisciplinary Health Sciences Center	11/23	✓	✓	\$155.9 M		
Cannon Drive Relocation - Phase 2	12/24	✓	✓	\$56.9 M		
Martha Morehouse Facility Improvements	1/25	✓	✓	\$41.8M		
Wexner Medical Center Inpatient Hospital	6/25	✓	✓	\$1,797.1 M		
<b>TOTAL - 17 PROJECTS</b>				<b>\$3,675.4 M</b>		

 On Track
  Watching Closely
  Not on Track



May 18-19, 2021, Board of Trustees Meetings

### COMBINED HEAT AND POWER PLANT/DISTRICT HEATING AND COOLING LOOP – CHP/DHC

105 MW combined heat and power (CHP) plant, with a heating capacity of 285 klb/hr of superheated steam. The CHP plant will also contain an 8,000-ton cooling facility with future build-out potential to 13,000-ton. Installation of heating hot water (HHW) and chilled water (CW) on the midwest and west campuses to support existing and new campus buildings. Rehabilitation of John Herrick Drive bridge to support new utilities which connect the CHP to main campus.

**PROJECT FUNDING:** Utility Fee

**PROJECT UPDATE:** Site prep and foundation work is expected to complete in mid-May, the delivery of major equipment such as heat recovery steam generators, gas turbine generators, and the steam turbine generator are expected in the summer.

CURRENT BUDGET	
Construction w/ Cont	\$258.2 M
Total Project	\$277.7 M

PROJECT SCHEDULE	
BoT Approval	8/19
Construction	11/20-1/22
Facility Opening	1/23

CONSULTANTS	
Operator's Engineer	HDR
Design-Builder (CHP)	Frank Lill & Son
CMR (DHC/Bridge)	Whiting/Turner-Corna Kokosing
A/E (DHC)	RMF Engineering
A/E (Bridge)	EMH&T

On Budget



On Time





May 18-20, 2021, Board of Trustees Meetings



### WEXNER MEDICAL CENTER OUTPATIENT CARE WEST CAMPUS

Construct an approximately 385,000-square foot outpatient 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:** Core towers 1-3 are complete and steel began in mid-April. Protons vault concrete and Linac slabs are complete and the final level of the parking garage was poured at the end of April.

CURRENT BUDGET	
Construction w/ Cont	\$229.0 M
Total Project	\$348.8 M

CONSULTANTS	
Architect of Record	Perkins & Will
CM at Risk	BoldtLinbeck

PROJECT SCHEDULE	
BoT Approval	11/18
Construction	7/20-1/23
Facility Opening – Ambulatory	5/23
Facility Opening – Outpatient	10/23

 On Budget  
 On Time



## ATTACHMENT LXXXVI

The Ohio State University  
Board of Trustees

May 20, 2021

### THE OHIO STATE UNIVERSITY BOARD OF TRUSTEES FINANCE COMMITTEE

**TOPIC:** Annual Waiver Report for the 2020 Calendar Year

**SUMMARY:**

2020 Calendar Year (1/1/2020 - 12/31/2020)

A total of 984 waivers of competitive bidding were approved as sole source, emergency or for economic reasons, and by Board of Trustees resolution totaling approximately \$346.9 million.

- Thirty percent (30%) or \$105 million of spend was sole source waivers
- Twenty percent (20%) or \$70 million of spend was emergency purchase waivers
- Twenty-six percent (26%) or \$90 million of spend was for sufficient economic reason
- Twenty-four percent (24%) or \$82 million of spend was Board of Trustees resolution waivers

2019 Calendar Year (1/1/2019 - 12/31/2019)

A total of 1,078 waivers of competitive bidding were approved as sole source, emergency or for economic reasons, and by Board of Trustees resolution totaling approximately \$389.2 million.

- Twenty-four percent (24%) or \$94 million of spend was sole source waivers
- Less than one percent (<1%) or \$1 million of spend was emergency purchase waivers
- Thirty-seven percent (37%) or \$145 million of spend was for sufficient economic reason
- Thirty-eight percent (38%) or \$149 million of spend was Board of Trustees resolution waivers

Year-Over-Year Comparison

Year-over-year the decrease in number of waivers was 94 and the waiver spend decreased by \$42.3 million. This decrease was primarily attributed to waivers in the Health Systems Administrative Equipment and Services category (\$42.9 million).

The Ohio State University  
Competitive Bid Waiver Report for calendar year 2020

<u>Category</u>	<u>Sufficient Economic Reason</u>	<u>Count</u>	<u>Emergency</u>	<u>Count</u>	<u>Sole Source</u>	<u>Count</u>	<u>Total</u>	<u>Count</u>
Academic Support	\$ 24,069,966	35	\$ 50,033,695	20	\$ 25,513,191	17	\$ 99,616,852	72
Administrative Support Equipment and Services	\$ 28,179,279	95	\$ 4,259,451	15	\$ 15,998,660	61	\$ 48,437,390	171
Instructional and Academic Research Equipment and Services	\$ 8,375,754	48	\$ 346,110	4	\$ 41,907,780	147	\$ 50,629,644	199
Health Systems - Merchandise for Resale							\$ -	0
Health Systems - Professional Health Care Services	\$ 22,407,533	19	\$ 1,125,000	3	\$ 3,838,057	7	\$ 27,370,590	29
Health Systems - Administrative Equipment and Services	\$ 6,683,048	21	\$ 14,405,074	22	\$ 17,910,817	56	\$ 38,998,939	99
<b>TOTAL WAIVERS</b>	<b>\$ 89,715,560</b>	<b>218</b>	<b>\$ 70,169,330</b>	<b>64</b>	<b>\$ 105,168,505</b>	<b>288</b>	<b>\$ 265,053,415</b>	<b>570</b>
Waivers Authorized by BOT Resolutions							\$ 31,978,742	142
Health Systems - Waivers Authorized by BOT Resolutions							\$ 49,896,149	272
<b>TOTAL BOT Resolutions</b>							<b>\$ 81,874,891</b>	<b>414</b>
<b>GRAND TOTAL</b>							<b>\$ 346,928,306</b>	<b>984</b>

The Ohio State University  
Competitive Bid Waiver Report for calendar year 2019

<u>Category</u>	Sufficient		<u>Economic Reason</u>	<u>Count</u>	<u>Emergency</u>	<u>Count</u>	<u>Sole Source</u>	<u>Count</u>	<u>Total</u>	<u>Count</u>
	<u>Count</u>	<u>Amount</u>								
Academic Support		\$ 40,103,878	58	\$ 176,286	2	\$ 22,694,081	58	\$ 62,974,245	118	
Administrative Support Equipment and Services		\$ 58,604,565	81	\$ 621,474	2	\$ 6,296,423	58	\$ 65,522,462	141	
Instructional and Academic Research Equipment and Services		\$ 7,852,824	68	\$ -	0	\$ 11,460,402	107	\$ 19,313,226	175	
Health Systems - Merchandise for Resale								\$ -	0	
Health Systems - Professional Health Care Services		\$ 4,444,444	15	\$ 250,000	1	\$ 6,192,959	19	\$ 10,887,403	35	
Health Systems - Administrative Equipment and Services		\$ 34,258,518	61	\$ 175,560	3	\$ 47,514,232	95	\$ 81,948,310	159	
<b>TOTAL WAIVERS</b>		<b>\$ 145,264,229</b>	<b>283</b>	<b>\$ 1,223,320</b>	<b>8</b>	<b>\$ 94,158,097</b>	<b>337</b>	<b>\$ 240,645,646</b>	<b>628</b>	
Waivers Authorized by BOT Resolutions								\$ 36,489,413	252	
Health Systems - Waivers Authorized by BOT Resolutions								\$ 112,051,378	198	
<b>TOTAL BOT Resolutions</b>								<b>\$ 148,540,791</b>	<b>450</b>	
<b>GRAND TOTAL</b>								<b>\$ 389,186,437</b>	<b>1,078</b>	

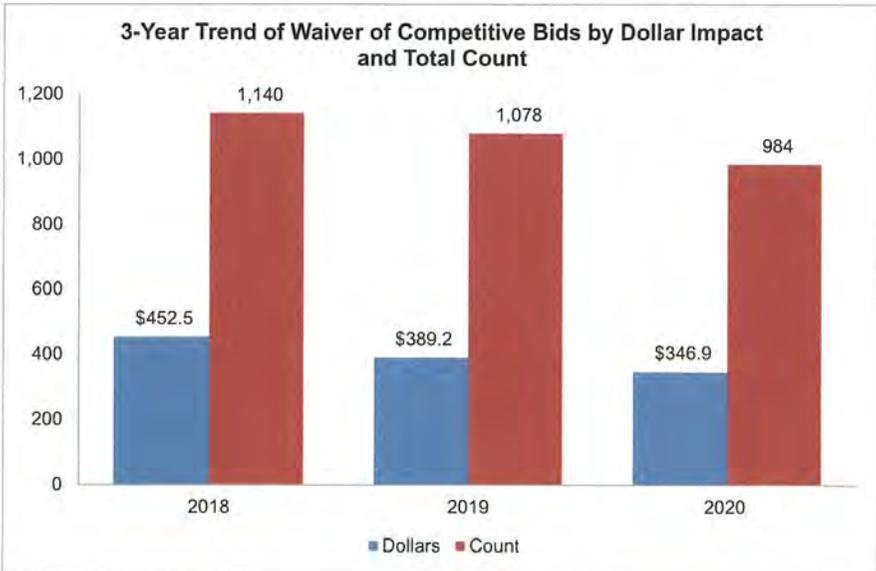
The Ohio State University  
Competitive Bid Waiver Report Comparison for 2020 and 2019

<u>Category</u>	<u>Sufficient Economic Reason</u>	<u>Count</u>	<u>Emergency</u>	<u>Count</u>	<u>Sole Source</u>	<u>Count</u>	<u>Total</u>	<u>Count</u>
Academic Support	\$ (16,033,912)	(23)	\$ 49,857,409	18	\$ 2,819,110	(41)	\$ 36,842,607	(46)
Administrative Support Equipment and Services	\$ (30,425,286)	14	\$ 3,637,977	13	\$ 9,702,237	3	\$ (17,085,072)	30
Instructional and Academic Research Equipment and Services	\$ 522,930	(20)	\$ 346,110	4	\$ 30,447,378	40	\$ 31,316,418	24
Health Systems - Merchandise for Resale	\$ -	0	\$ -	0	\$ -	0	\$ -	0
Health Systems - Professional Health Care Services	\$ 17,963,089	4	\$ 875,000	2	\$ (2,354,902)	(12)	\$ 16,483,187	(6)
Health Systems - Administrative Equipment and Services	\$ (27,575,470)	(40)	\$ 14,229,514	19	\$ (29,603,415)	(39)	\$ (42,949,371)	(60)
<b>TOTAL WAIVERS</b>	<b>\$ (55,548,649)</b>	<b>(65)</b>	<b>\$ 68,946,010</b>	<b>56</b>	<b>\$ 11,010,408</b>	<b>(49)</b>	<b>\$ 24,407,769</b>	<b>(58)</b>
Waivers Authorized by BOT Resolutions							\$ (4,510,671)	(110)
Health Systems - Waivers Authorized by BOT Resolutions							\$ (62,155,229)	74
<b>TOTAL BOT Resolutions</b>							<b>\$ (66,665,900)</b>	<b>(36)</b>
<b>GRAND TOTAL</b>							<b>\$ (42,258,131)</b>	<b>(94)</b>

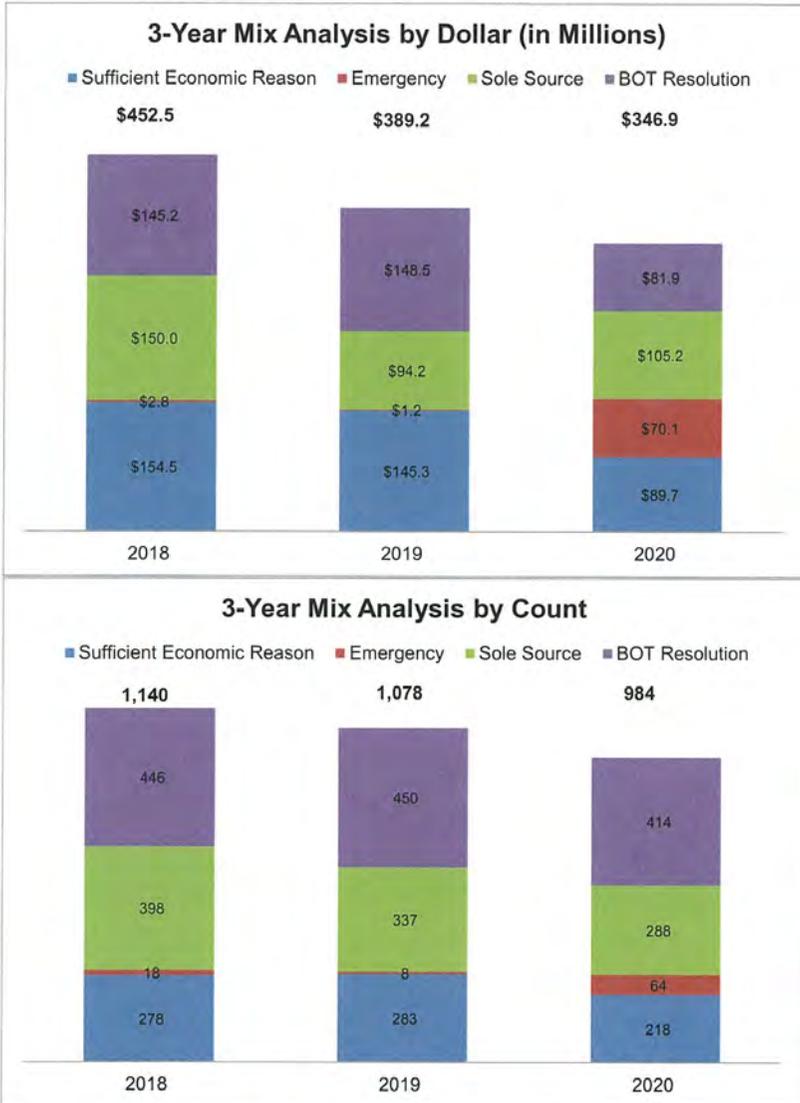
## Annual Waiver Report for Calendar Year 2020

### Waiver of Competitive Bids Summary 2018 - 2020

Waiver Type <i>(\$ in Millions)</i>	2018		2019		2020	
	Dollars	Count	Dollars	Count	Dollars	Count
<b>Sufficient Economic Reason</b>	\$ 154.5	278	\$ 145.3	283	\$ 89.7	218
<b>Emergency</b>	\$ 2.8	18	\$ 1.2	8	\$ 70.1	64
<b>Sole Source</b>	\$ 150.0	398	\$ 94.2	337	\$ 105.2	288
<b>BOT Resolution</b>	\$ 145.2	446	\$ 148.5	450	\$ 81.9	414
<b>TOTAL</b>	<b>\$ 452.5</b>	<b>1,140</b>	<b>\$ 389.2</b>	<b>1,078</b>	<b>\$ 346.9</b>	<b>984</b>



**Waiver of Competitive Bids Summary  
Calendar Years 2018 - 2020**



ATTACHMENT LXXXVII



**Date:** April 26, 2021  
**To:** The Ohio State University Audit, Finance & Investment Committee  
**From:** Christa Dewire, Audit Partner  
**Subject:** External Audit – FY21 Audit Plan

**Purpose**

To provide the Committee with an overview of our audit approach for the external audit of the University's financial statements as of and for the fiscal year ended June 30, 2021, as well as share certain other Committee-level communications required by professional auditing standards.

**Committee Action**

No action needed.

**Executive Summary**

Our report to the Committee highlights key aspects of our audit approach (including our objectives, risk assessment, scoping, materiality, deliverables, and timeline) as well as our continued commitment to the University.

- There are no significant changes in our audit objectives, scope of services, risk-based approach, deliverables or timeline. We will continue to use Parns & Company LLC in a direct assistance capacity, as required under our contract with the Auditor of State.
- We have performed a preliminary risk assessment and have identified one significant risk where we will place increased audit emphasis: *Risk of management override of controls*. This is a presumed significant risk on all our audits.
- Additional areas of focus for the current fiscal year audit include valuation of contractual allowance and bad debt reserves, valuation of certain alternative investments, as well as accounting and reporting of pension and post-employment benefit liabilities. The implementation of Workday (Finance and HR modules) will also impact the nature, timing and extent of testing performed by our information technology specialists, as well as our core audit team.
- We will keep the Committee informed of significant changes in our Audit Plan as fieldwork progresses.
- We remain committed to providing accessible, experienced team members; delivering a "no surprises" audit; providing relevant and timely technical advice; and sharing our independent views and perspectives on matters arising from our audit work.
- Other matters we are required to bring to the Committee's attention are included within our materials.



Report to the Audit, Finance &  
Investment Committee  
FY2021 audit plan

The Ohio State University

May 20, 2021



# Bringing you tomorrow's audit, today

April 26, 2021

Dear Members of the Audit, Finance & Investment Committee of the Board of Trustees of The Ohio State University:

We never forget our responsibility to deliver exceptional quality in our audits and build trust in the capital markets. That quality-first, purpose-always mindset never changes, and it's what drives The Ohio State University's audit. But we're also innovators, excited to share how we're doing that while reimagining your audit experience through an approach that is people-led and technology-powered.

This report was prepared based on meetings with management, consideration of the operating environment and our risk assessment procedures. As in past years our audit approach will remain responsive to the University's environment. Any significant changes to our audit plan will be shared and discussed with the Audit, Finance & Investment Committee (the "Committee") at a future meeting.

Discussion of our audit plan helps to ensure our PwC engagement team members understand your concerns and together we agree on mutual needs and expectations, enabling us to provide the highest level of service, audit quality, and value. Additionally, the information included within this report allows the Committee to understand the judgments we have made in planning and scoping our audit procedures. We remain committed to candid discussions with the Committee and management, delivering a high-quality audit, as well as providing an independent point of view. We welcome your feedback throughout the audit.

If you have any questions about matters discussed herein, or wish to discuss any other matters prior to our meeting, please do not hesitate to contact me at (201) 738 6553 or [christa.l.dewire@pwc.com](mailto:christa.l.dewire@pwc.com)

Christa L. Dewire  
Engagement Partner

*Price waterhouseCoopers LLP, 41 South High Street, 25th Floor, Columbus, OH 43215-6101  
T: (614) 225 8700 F: (614) 224 1044*

Delivering  
exceptional  
quality

Through our  
unique  
combination  
of people and  
technology

## Rooted in our core values



Make a difference



Work together



Reimagine the possible



Care



Act with integrity

# What's Inside

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This report and the information that it contains is intended solely for the information and use of the Audit, Finance & Investment Committee or management, if appropriate, and should not be used by anyone other than these specified parties.



# Executive summary

## Executive summary

### Audit Objectives and Deliverables

- Our audit objectives remain consistent with the prior year and we not aware of any changes to the schedule of deliverables.

### Audits in a virtual environment

- We expect to see a slow and gradual return to the workplace: Most of us at PwC, as well as the majority of our clients, will likely be working remotely throughout much the 2021 audit cycle. We will continue to closely follow our firm, Federal, State and Local guidance in response to the pandemic and will coordinate with you on related considerations as needed.
- Since mid-March of 2020, we have gained considerable experience completing reviews and year-end audits while working remotely. That experience has provided us — and our clients — with confidence in our capabilities to complete end-to-end audit activities while working remotely. We are able to serve you while working remotely without missing a beat, thanks to investments in our people and our technology, including the following:

#### Foundational investments prior to COVID-19:

- PwC audit innovation and technology tools
- Experience working virtually with Acceleration Centers and Centers of Excellence
- Virtual collaboration tools
- Digitally upskilled team members

#### New virtual audit activity models developed and implemented during COVID-19:

- Walkthroughs
- Board minute and other confidential document reviews
- Component team oversight

## Executive summary, cont'd

### Significant risk

	Risk
	Management override of controls

### Other areas of audit focus

Item
<ul style="list-style-type: none"> <li>Valuation of contractual allowance and bad debt reserves.</li> </ul>
<ul style="list-style-type: none"> <li>Valuation of certain alternative investments.</li> </ul>
<ul style="list-style-type: none"> <li>Accounting and reporting for actuarially determined estimates (pension and other post employment benefit liabilities)</li> </ul>
<ul style="list-style-type: none"> <li>Accounting for the receipt of grant awards under the CARES Act or other governmental funding programs.</li> </ul>

### Estimated materiality

The below table reflects materiality thresholds utilized for purposes of the 2020 audit, based on our consideration of the quantitative and qualitative factors. We will update our materiality determination when 2021 results are available, but our expectation is that these thresholds will be reasonably consistent year over year.

FY 2020	Primary Institution	Discretely Presented Component Units
Overall Materiality	\$195.0 Million	\$11.5M
De Minimis Materiality	\$19.5 Million	\$1.2M

# Executive summary, cont'd

## Scoping

Business Units	Planned scope	
	Full	Limited
General University	✓	
OSU Wexner Medical Center Health System (OSU Health System)	✓	
OSU Physicians	✓	
Transportation Research Center Inc.		✓
Campus Partners for Community Urban Redevelopment and Subsidiaries (Campus Partners)		✓
Science and Technology Campus Corporation (SciTech)		✓
Dental Faculty Practice Association, Inc. (out of scope)		

## Key events and transactions

- Implementation of Workday (Finance and HR modules) in January 2021
- Continued focus on accounting and disclosures with respect to Higher Education Emergency Relief and Provider Relief Funds in conjunction with the CARES Act, as well as receipt of other federal/emergency funding during FY2021.
- Implementation of new GASBs effective FY2021 (GASB 90 Majority Equity Interest, GASB 89 Accounting for Interest Costs incurred before the end of a Construction Period, and GASB 84 Fiduciary Activities)
- Other significant unusual transactions outside the normal course of business, as applicable

## Our Continued Commitment

- Perspectives and relevant insights from the audit
- Responsiveness, timeliness and transparency
- Quality and innovation
- Diversity and Inclusion



# Audit approach

## Audit objective



As the University's auditor, we are responsible for reporting on numerous financial statements.

Our audit engagement is directed toward delivering our services at three levels:

For stakeholders	Independent opinions and reports that provide assurance on financial information released by the University
For the Committee	Assistance to the Committee in discharging its governance compliance responsibilities
For management	Observations and advice on financial reporting, accounting and internal control issues from our professionals, including sharing experience on industry best practices

Our audit does not relieve management of its responsibilities with regard to the financial statements.

In performing our audits for 2021, our primary objectives are as follows:

- Opine on the University's financial statements (Primary Institution and Discretely Presented Component Units) in accordance with generally accepted auditing standards (GAAS) and, as applicable, Government Auditing Standards (GAGAS).
- In connection with our audits, we will obtain reasonable rather than absolute assurance about whether the financial statements are free of material misstatement, whether caused by error or fraud.
- Perform an audit of the University's compliance with federal award requirements in accordance with OMB Uniform Guidance.
- Communicate in writing to management and the Committee all material weaknesses and significant deficiencies identified during the audit. In addition, communicate in writing to management all deficiencies in internal control of a lesser magnitude identified during the audits.
- Pursuant to professional standards, communicate certain other matters to the Committee on a timely basis.

A full listing of audit deliverables can be found at Appendix I

## Risk assessment process and results

### Approach

**Our audit approach is based on the following principles:**

- The use of a top-down, risk-based approach
- The application of well-reasoned professional judgment

These principles, with the application of materiality, allow us to develop and execute our audit approach in an effective and efficient manner. The results of our risk assessment include the identification of audit risks and also drives the identification of significant accounts.

### Significant risk

We have outlined below the significant risk identified based on our preliminary risk assessment process, together with our planned audit response.

Risk	Related accounts (including relevant assertions)
 Management Override of Controls	Pervasive
Planned audit response	

- We will evaluate the design and operating effectiveness of internal controls as well as perform substantive tests of details for significant risk areas including testing journal entries.



#### How we do it: Halo

Our Halo data-auditing tools are the key to a precise audit that zeroes in on the risks that matter most to your organization. Halo analyzes full data populations, detecting anomalies and trends to achieve a refined risk assessment that drives right-sized testing plans. Its data visualization capabilities bring scoping analysis and other insights to life so we can quickly see and understand decisions.

## Risk assessment process and results, cont'd

### *Other Areas of Audit Focus*

We have identified the areas below that are not considered significant risks but are areas of focus during the audit due to materiality of the balance or complexity/judgment involved in the accounting.

- Valuation of patient service revenue and related net accounts receivable
- Valuation of certain alternative investments, particularly where the application of a practical expedient (i.e. NAV) is not available, or where there is a lack of market observable data.
- Accounting and reporting for actuarially determined estimates (pension and other post employment benefit liabilities).
- Accounting for the receipt of grant awards under the CARES Act or other governmental funding programs.

Audit procedures performed in response to the implementation of new GASB standards effective for the current fiscal year will be dependent upon the ultimate impact of each on the University's year-end financial statements and disclosures.

### *Uniform Guidance Reporting and Compliance Risk*

Although not considered a significant risk from a financial reporting standpoint, we also perform audit procedures specific to regulatory compliance, including federal grants, and compliance processes and controls over the University's federally sponsored research, financial aid, and other programs. These procedures are performed in connection with our OMB Uniform Guidance audit and are subject to compliance testing guidance published annually by the Federal Office of Budget and Management.

### *Workday Implementation*

The University implemented Workday (both the Finance and HR modules) in January 2021, which means that Workday will serve as the 'books and records' for the University for purposes of the audited financial statements as of June 30, 2021. As a result, we will perform audit procedures to gain comfort over IT General Controls relevant to Workday, as well as testing of key reports generated from Workday which serve as a source for data relevant to the year-end financial statements and footnotes. We will also perform testing to gain comfort over the completeness and accuracy of the conversion of general ledger data. However, PeopleSoft remains relevant for purposes of general ledger transaction level detail for the six months pre-implementation, as well as for purposes of the Student module which has not yet converted to Workday. Therefore, certain journal entry and transaction detail sourced from PeopleSoft will still be subject to audit testing and IT General Controls over PeopleSoft will still be relevant to the fiscal 2021 year-end audit.

## Risk assessment process and results, cont'd

### *Our Shared Responsibility for Independence*

Compliance with the auditor independence rules is a shared responsibility between The Ohio State University's management and its independent auditor. The independence rules encompass not only the University but also its affiliates.

If there is a new or expected new affiliate or new or expected new officers, or directors not previously identified, PwC is required to complete an independence assessment in advance of the effective date of the independence restriction.

If PwC is providing impermissible non-audit services to an entity being acquired by an audit client, PwC must cease providing or restructure those services for the newly-acquired affiliate prior to the closing of the transaction.

PwC is subject to the ethical obligation of confidentiality (Rule 1.700.001 of the AICPA Code of Professional Conduct). PwC's policy is to treat as strictly confidential all information related to a client's affairs (other than that already in the public domain) acquired in the course of providing services to clients.

In signing the engagement letter, the University agrees to inform PwC periodically about the identity of each affiliate and to notify PwC in advance regarding any expected addition or removal of an affiliate.

As auditors of the University, we are subject to a variety of standards to ensure our independence, including American Institute of Certified Public Accountants, Governmental Accountability Office, and internal PwC standards. Our quality control processes include confirmation of independence by professional staff and training and are established to ensure our continuing independence.

### **Inside our independence processes:**

Independence is the cornerstone of our profession. We're investing in our people and technology to ensure compliance with these rules through the following:

- Required independence training for all partners and staff
- Global tracking of Authorizations for Services (AFS).
- Global use of an independence monitoring system for personal affiliations used by all partners and staff
- Independence confirmation system that automatically generates and sends confirmations to partners and staff at the commencement of their work on an engagement.

# Materiality

We determine the materiality level for the financial statements as a whole for purposes of (1) identifying and assessing risks of material misstatement and (2) for determining the nature, timing and extent of audit procedures. We consider quantitative and qualitative factors, as well as metrics used by the users of the financial statements.

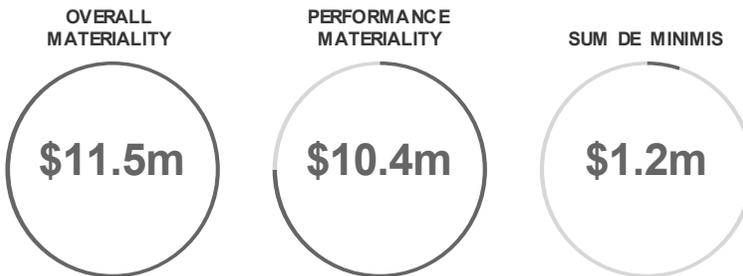
Preliminary materiality leveraging FY2020 financial information was determined as follows:

## Primary Institution



We will update our materiality determination when 2021 results are available, but our expectation is that these thresholds will be reasonably consistent year over year.

## Discretely Presented Component Units



Note that separate materiality thresholds are established at the individual affiliate/component entity where stand-alone financial statement audits are performed. These thresholds are typically below those established at the overall University level.



# Financial Statement Scoping

In an audit of the financial statements of an organization with operations in multiple locations or components, we determine the extent to which audit procedures should be performed at selected locations to obtain reasonable assurance about whether the overall financial statements are free of material misstatement. As part of that analysis, we consider:

- The size and complexity of the business and its components;
- The existence of entity-level and information technology general controls; and
- Management's process for evaluating internal control over financial reporting.

There are three different levels of scope that may be applied to each component, which are outlined below.

Levels of scoping	
<b>Full scope</b>	An audit of the financial information using allocated materiality
<b>Limited scope</b>	Audit procedures over certain identified balances and/or transactions using allocated materiality
<b>Out of scope</b>	Detailed audit procedures not performed, but certain entity-level and risk assessment procedures provide insight into the reasonableness of the balances at these components

Component	Full Scope	Limited Scope	Out of Scope
General University	✓		
Health System	✓		
OSU Physicians	✓		
Transportation Research Center		✓	
Campus Partners		✓	
SciTech		✓	
Dental Faculty Group			✓

Once the components have been selected, we scope in financial statement line items considering various factors, including those outlined below.

Considerations for scoping accounts	
<ul style="list-style-type: none"> <li>• Size and composition of the account</li> <li>• Susceptibility of misstatement due to errors or fraud</li> <li>• Volume of activity, complexity and homogeneity of the individual transactions processed through the account or reflected in the disclosure</li> <li>• Nature of the account or disclosure</li> <li>• Changes from the prior period in account or disclosure characteristics</li> </ul>	<ul style="list-style-type: none"> <li>• Accounting and reporting complexities associated with the account or disclosure</li> <li>• Exposure to losses in the account</li> <li>• Possibility of significant contingent liabilities arising from the activities reflected in the account or disclosure</li> <li>• Existence of related-party transactions in the account</li> <li>• Knowledge obtained in prior audits</li> </ul>

## Client service team

# Years serving the University



**Christa Dewire**  
Global Engagement Partner

7



**Drew Wagoner**  
Quality Review Partner

4



**Michael Petrecca**  
Senior Relationship Partner

10



**Lindsey Herr**  
Partner  
Healthcare-related Component Teams

6



**John Stieg**  
Partner  
Other Affiliate/Component Teams

5



**Brielle Sorter**  
Senior Manager

10



**Brigette Arata**  
Director  
Healthcare-related Component Teams

7



**Garrett Ryan**  
Manager

5



**Drew Householder**  
Manager  
Healthcare-related Component Teams

3

## Client service team, cont'd

### Specialists

#### *Digital Assurance and Transparency (IT)*

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**Doug Torline**  
Partner



**Ashley Worsowicz**  
Manager

#### *Tax*

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**Travis Patton**  
Partner



**Tim Weld**  
Healthcare and Higher  
Education Sector Leader

#### *Healthcare and Higher Education*

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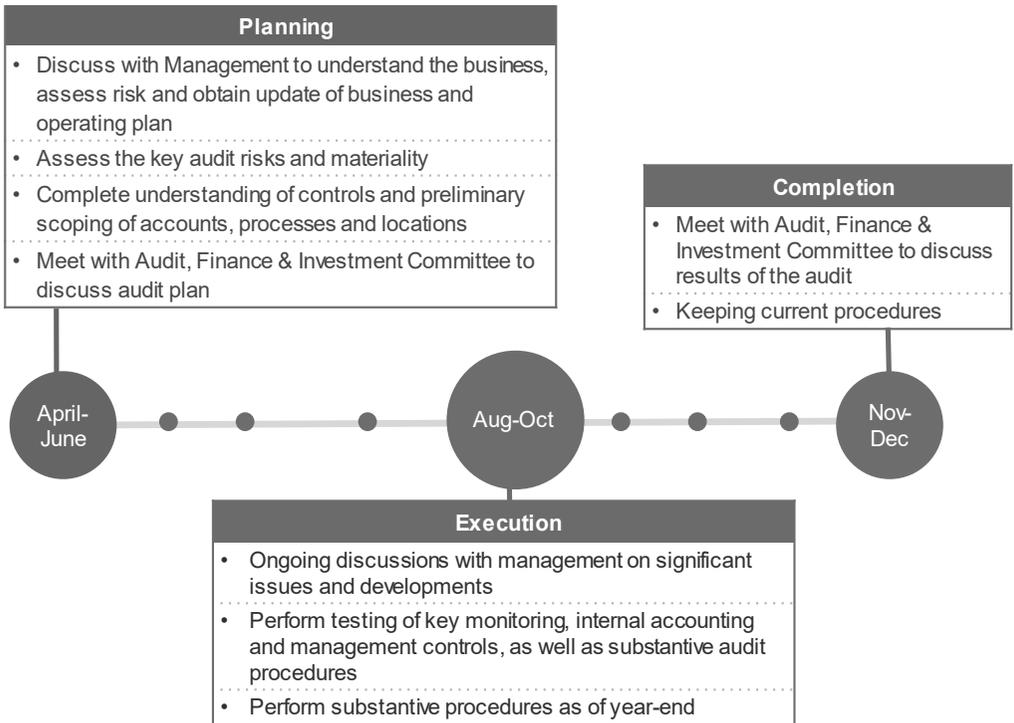
#### *Other*

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Area of expertise	Description of service
Financial Services Valuation Specialists	Assistance with the risk assessment and evaluation of the fair value of certain investments and related disclosures
Actuarial Insurance Management Solutions	Review of actuarially determined balances and actuarial models for medical malpractice
Data Management Group	Review of complex spreadsheets and data outputs and assistance with SAS 99 journal entry testing.
Regulatory Compliance Services	Review the University's OMB Uniform Guidance report and data collection form as well as provide perspective on federal agencies' monitoring and expectations of award recipients.
Healthcare Reimbursement Specialists	Review third-party account transactions subject to complex rules and interpretations.

## Timeline and communication plan

The below outlines our expected timing of communications and planned audit procedures. In addition, we may communicate with you more frequently, if and when significant matters arise.



## Other required communications

### Fraud

We are required to make certain inquiries of the Audit, Finance & Investment Committee related to fraud risks. In addition, as part of our overall response to fraud risk, we incorporate unpredictability into our audit by modifying the nature, timing and extent of our procedures.

Fraud is a broad legal concept and auditors do not make legal determinations of whether fraud has occurred. Rather, the auditor's interest specifically relates to acts that result in a material misstatement of the financial statements. The primary factor that distinguishes fraud from error is whether the underlying action that results in the misstatement of the financial statements is intentional or unintentional.

The following two types of misstatements are relevant to the auditor's consideration of fraud:

#### Fraud items for discussion:

- Programs and controls in place to mitigate the risk of fraud and error
- Specific concerns about the risk of fraud or error
- Any actual, alleged or suspected fraud
- Oversight of the assessment of fraud risks and mitigating controls
- Violations or possible violations of law
- Nature and extent of communications about misappropriations by lower level employees
- Other matters relevant to the audit

**Misstatements arising from fraudulent financial reporting** are intentional misstatements or omissions of amounts or disclosures in financial statements designed to deceive financial statement users where the effect causes the financial statements not to be presented, in all material respects, in conformity with generally accepted accounting principles (GAAP).

**Misstatements arising from misappropriation of assets** (sometimes referred to as theft or defalcation) involve the theft of an entity's assets where the effect of the theft causes the financial statements not to be presented, in all material respects, in conformity with GAAP.

## Other required communications, cont'd

<b>Independence</b>	<p>There were no relationships or other matters identified that might reasonably be thought to bear on independence.</p> <p>In accordance with the AICPA's Code of Professional Conduct, we are required to communicate a breach of external independence requirements to you as soon as possible or in line with a communication protocol that is confirmed in writing. As of the date of this report, we are not aware of any breach of external independence requirements.</p>
<b>Non-compliance with laws and regulations and illegal acts</b>	<p>Based on planning procedures performed to date, we have not identified any instances of non-compliance with laws and regulations.</p> <p>We have also not identified any potential illegal acts.</p>
<b>Significant issues discussed with management prior to appointment or retention</b>	<p>There were no significant issues discussed with management in connection with the retention of PwC.</p>
<b>Other material written communications</b>	<p>We will provide the Committee Chair with a copy of the executed engagement letter.</p>
<b>Obtain information relevant to the audit</b>	<p>We will inquire of the Audit Finance &amp; Investment Committee about whether it is aware of matters relevant to the audit and about the risks of material misstatement.</p>



Our continued  
commitment

## Our continued commitment

We affirm our commitment to the Audit, Finance & Investment Committee to help you meet your responsibilities. We will endeavor to fulfill our responsibilities to you and management by focusing on quality and the following key commitments:

### Perspectives and relevant insights from the audit

- We will provide for an engagement team with relevant experience with both the University, as well as the higher education and healthcare sectors more broadly.
- We will provide guidance to management and the Committee related to various accounting and reporting matters, such as the implementation of technical guidance on emerging pronouncements from the Governmental Accounting Standards Board (GASB).
- We will provide ongoing points of view, as well as share targeted thought leadership on various accounting and industry issues throughout the year.

### Responsiveness, timeliness and transparency

- Our job is to support the Committee as it fulfills its responsibilities to the University's stakeholders. We will pursue an effective relationship with the Committee while maintaining objectivity, acting independent of management, and have direct, candid and timely discussions.
- Our team emphasizes prompt and personal communication with the University and will be available to management throughout the year.
- We will collaboratively work with management to ensure early identification of complex technical matters and communicate timely the impact that any changes have on our audit scope.

### Quality and innovation

- Delivering a quality audit remains our number one priority. During the course of the audit, we will engage subject matter experts outside of the core engagement team as needed, to effectively address certain key audit risks.
- In addition, we remain focused on continuously innovating our audit, embracing digital tools and technologies available to drive a more effective and efficient audit experience for both management and our teams.

## Our continued commitment

### Our audit innovation strategy



Create a **global xLOS** platform to meet clients' needs in all geographies and promote **reusability** of analytic modules, client data and insights in **appropriate** and approved ways.



Deliver client engagements with **enhanced quality** through **data-driven audit procedures**, machine learning and our best in class resource expertise.



**Securely extract and analyze** our client's information through state of the art methods and cryptography.



Deliver **next-generation insight** to clients about their data, performance, process efficiency, and optimization in ways not possible with today's PwC tools and applications.



**Tech-enable** the audit to streamline, standardize, automate, and centralize our work in Centers of Excellence/SDCs.



Deliver a workforce of talented professionals with the **triple threat of business knowledge, digital skills, and technology know-how**, who are highly valued in the marketplace.



**Train** our people in new digital skills that will be in demand at PwC and elsewhere, to be their best at work and in life, and to use their skills to make a difference.

## Living our commitment to quality

Quality is our bedrock, and we never forget our responsibility to deliver exceptional quality in our audits and build trust in the capital markets. As a profession, we have made good on that promise and have a strong track record. Yes, each firm has experienced adverse episodes over the last decade, but they don't define the state of the profession. We believe high quality isn't about a single discrete metric, such as restatements for the year. Here are some of the ways we demonstrate our sustained commitment to quality:

### Prioritizing supervision and review

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1:3

Partner/Manager to Senior/Staff hours

### Implementing prevention-oriented quality control

---

140+

Independent reviews prior to issuance

### Maximizing our investments

---

1,100+

Audit teams utilizing COEs

12.4%

Audit hours at Acceleration Centers

### Combining the power of our people + technology

---

3m+

Times Assurance professionals executed digital assets

500+

Digital Accelerators

5

Powerful technology platforms driving innovation

### Bringing the right knowledge to the audit

---

16.4%

Audit hours provided by specialists

1:8

Partners in technical support roles to audit partners

200+

Dedicated professionals serving as a resource for our people on independence matters

Note: Based on data as of June 30, 2020

## Our diversity and inclusion commitment

PwC is deeply committed to helping advance diversity and inclusion (D&I) — within our firm, across business and within society. We work hard to foster a culture of belonging and focus intensely on our people’s career journey, supporting an equitable experience. More broadly, we are using our platform to stand against and help to eliminate societal racism, bias and discrimination within society. Here are a few of the initiatives we are proud of:

### Six Actions to Fight Racial Injustice

In June 2020, we made the following commitments:

1. Create a D&I staff advisory council, reporting to senior leadership
2. Share our diversity strategy and results annually
3. Donate money to social justice organizations
4. Donate significant time to social justice organizations
5. Empower our markets to engage locally
6. Create fellowship program to advance public policy through CEO Action for Diversity & Inclusion™

### CEO Action for Diversity & Inclusion

As a convener, PwC has helped 1000+ signatories expand their capacity to have candid conversations, educate employees on unconscious bias, collaborate with peers, and share resources across industries and locations.

### Unconscious Bias Training

Required for all new hires and promotees, and available to all our people, helps individuals gain awareness of unconscious biases and their consequences.

### Inclusive Leadership

These sessions help our people learn how everyday interactions and decisions may impact the experience of others.

### Mind the Gap

A program of thought-provoking conversations that brings diverse perspectives, allows us to challenge constructively one another, and enables us to reflect on our own behaviors and beliefs.

### Cultivate a Diverse Pipeline

Our early success programs help to create a strong diverse talent pipeline. We have also deepened our relationships and made significant investments in the students and faculty at 35 Historically Black Colleges and Universities.





# Appendices



## Appendices

- Appendix I – Audit Deliverables
- Appendix II - Glossary

## Audit Deliverables

We will provide the following services in connection with our audit contract with The Ohio State University for FY 2021 (no changes from the prior year):

University Audit	Components	Deliverables
Primary Institution	General University	Financial Statement Audit Opinion (GASB)
	OSU Wexner Medical Center Health System (OSU Health System)	
Discretely Presented Component Units	OSU Physicians	GAGAS Internal Controls Opinion (including procedures to support compliance with Ohio Revised Code)
	Campus Partners for Community Urban Redevelopment and Subsidiaries (Campus Partners)	
	Transportation Research Center Inc.	
	Science and Technology Campus Corporation	
	Dental Faculty Practice Association, Inc.	
Other Deliverables	Reporting Entity	
Stand-alone Financial Statement Audits	OSU Foundation	
	OSU Health System	
	Transportation Research Center	
	OSU Physicians	
	Athletics Department	
	WOSU Public Media	
	OSU Global Gateways	
Compliance	Uniform Compliance	
Review report	Wexner Center for the Arts	
	OSU Health Plan	
Agreed Upon Procedures	NCAA	
Benefit Plan Audit	Transportation Research Center – Benefit Plan	

Our contract with the State of Ohio as it relates to the audit of The Ohio State University requires that we utilize a Minority Business Enterprise firm (Parns & Company, LLC) for approximately 15% of the annual contract fee for certain deliverables (specifically, those in excess of 800 hours).

# Glossary

## Significant risk

An identified and assessed risk of material misstatement that, in our professional judgment, requires special audit consideration.

## Elevated risk

A risk that requires additional audit consideration beyond what would be necessary for a normal risk, but it does not rise to the level of a significant risk because of the nature, the likely magnitude of the potential misstatements, or the likelihood of the risk occurring. Elevated risks frequently will be risks that we will discuss with management and the audit committee of the entity, but that do not rise to the level of a significant risk.

## Normal risk

Relates to a range of situations, and may include routine transactions subject to systematic processing, as well as more complex transactions where judgment is required. Normal risks do not rise to the level of a significant risk because of either the magnitude of potential misstatements that could result from the risk or the likelihood of the risk occurring.

## Full scope component

An audit of the financial information using allocated materiality

## Limited scope component

Audit procedures over certain identified balances, transactions [and/or related controls] using allocated materiality

## Fraud

An intentional act by one or more individuals among management, those charged with governance, employees, or third parties, involving the use of deception that results in a misstatement in the financial statements that are the subject of an audit. Two types of intentional misstatements are relevant: misstatements resulting from fraudulent financial reporting and misstatements resulting from misappropriation of assets.

## Misstatements arising from misappropriation of assets

These are sometimes referred to as theft or defalcation and involve the theft of an entity's assets when the effect of the theft causes the financial statements not to be presented, in all material respects, in conformity with generally accepted accounting principles (GAAP).

## Misstatements arising from fraudulent financial reporting

Intentional misstatements or omissions of amounts or disclosures in financial statements designed to deceive financial statement users where the effect causes the financial statements not to be presented, in all material respects, in conformity with generally accepted accounting principles (GAAP).

## Overall materiality

Materiality determined for the financial statements as a whole.

## Performance materiality

The amount or amounts set by the auditor at less than materiality for the financial statements as a whole to reduce to an appropriately low level the probability that the aggregate of uncorrected and undetected misstatements exceeds materiality for the financial statements as a whole.

## SUM De Minimis

The amount below which potential audit adjustments are clearly trivial and need not be accumulated and posted to the summary of uncorrected misstatements (SUM). The amount is set so that any misstatements below that amount would not be material to the financial statements, individually or in combination with other misstatements, considering the possibility of undetected misstatement.



Board of Trustees

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## APPENDIX LXX

### SUMMARY OF ACTIONS TAKEN

*May 20, 2021 – Legal, Risk and Compliance Committee Meeting*

#### Members Present:

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:

N/A

#### **PUBLIC SESSION**

The Legal, Risk and Compliance Committee of The Ohio State University Board of Trustees convened for its meeting on Thursday, May 20, 2021, in person in Pfahl Hall on the Columbus campus and virtually over Zoom. Committee Chair Elizabeth Kessler called the meeting to order at 1:30 p.m.

#### ***Items for Discussion***

1. Wexner Medical Center Compliance Program Overview: Kathleen Ojala, Compliance Director for the Wexner Medical Center, gave the committee its annual update on the medical center's compliance program. She discussed the compliance landscape for all academic medical centers amid the COVID-19 pandemic. Regulators and providers had to adapt quickly to respond to the pandemic. Throughout her presentation, Ms. Ojala discussed how the medical center adapted to COVID-19, including operational changes and prioritization, telehealth and Section 1115 waivers; regulatory changes, including Medicare, the Stark Act, Value-Based Purchasing and HIPAA; and increased enforcement, specifically related to telehealth fraud, COVID-19 relief funding and Health Care Consumer Protection.

(See Attachment LXXXVIII for background information, page 1953)

2. Government Affairs Update: Stacy Rastauskas, VP for Government Affairs, shared a brief Government Affairs Update. She talked about U.S. President Joseph Biden's first 100 days in office, during which he visited the James Cancer Hospital. In addition to issues related to expanding access to health care and recovery from the pandemic, the Biden Administration has announced proposals to make higher education more affordable; to incentivize research and development with a focus on health care, AI, agriculture and climate science; and to update federal regulations related to Title IX and immigration policies. Plans have been advanced to Congress in the following key areas – the American Rescue Plan, the American Jobs Plan, the American Families Plan and the U.S. Citizenship Act. Each of these plans would impact higher education and its students in various ways.

(See Attachment LXXXIX for background information, page 1962)

#### ***Items for Action***

3. Approval of Minutes: No changes were requested to the February 25, 2021, meeting minutes; therefore, a formal vote was not required, and the minutes were considered approved.



4. Resolution No: 2021-160, Approval of the Legal, Risk and Compliance Committee Charter

Synopsis: Approval of the Legal, Risk and Compliance Committee charter is proposed.

WHEREAS the Board of Trustees may adopt individual committee charters, consistent with committee descriptions, that set forth further information and definition regarding the committee's charge, committee composition, or the delegated authority and responsibilities of each committee; and

WHEREAS the delineation and description of each committee function will enable the board to be more effective in the execution of its duties and responsibilities; and

WHEREAS the Board of Trustees created its Legal, Risk and Compliance Committee effective February 25, 2021; and

WHEREAS section 3335-1-02(C)(1)(e) of the Bylaws of The Ohio State University Board of Trustees sets forth the description of the Board of Trustees' Legal, Risk and Compliance Committee; and

WHEREAS the Legal, Risk and Compliance Committee has developed a proposed charter, consistent with that description, that reflects its status as a standing committee of the Board of Trustees, and that charter has been fully reviewed by the committee; and

WHEREAS the Legal, Risk and Compliance Committee shall be governed by the rules set forth in this Legal, Risk and Compliance Committee charter:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby approves the attached Legal, Risk and Compliance Committee charter.

(See Appendix CVII for background information, page 2102)

**Action:** Upon the motion of Ms. Kessler, seconded by Mr. Stockmeister, the committee adopted the foregoing motion by unanimous voice vote with the following members present and voting: Ms. Kessler, Mr. Stockmeister, Mr. Kaplan, Mr. Kiggin, Mrs. Harsh, Ms. Sobol and Mr. Heminger.

**EXECUTIVE SESSION**

It was moved by Ms. Kessler, and seconded by Mrs. Harsh, that the committee recess into executive session to consult with legal counsel regarding pending or imminent litigation, and to consider business-sensitive trade secrets that are 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 1: 46 p.m. and the meeting adjourned at 3:10 p.m.

# OSU Wexner Medical Center: Compliance Program Overview

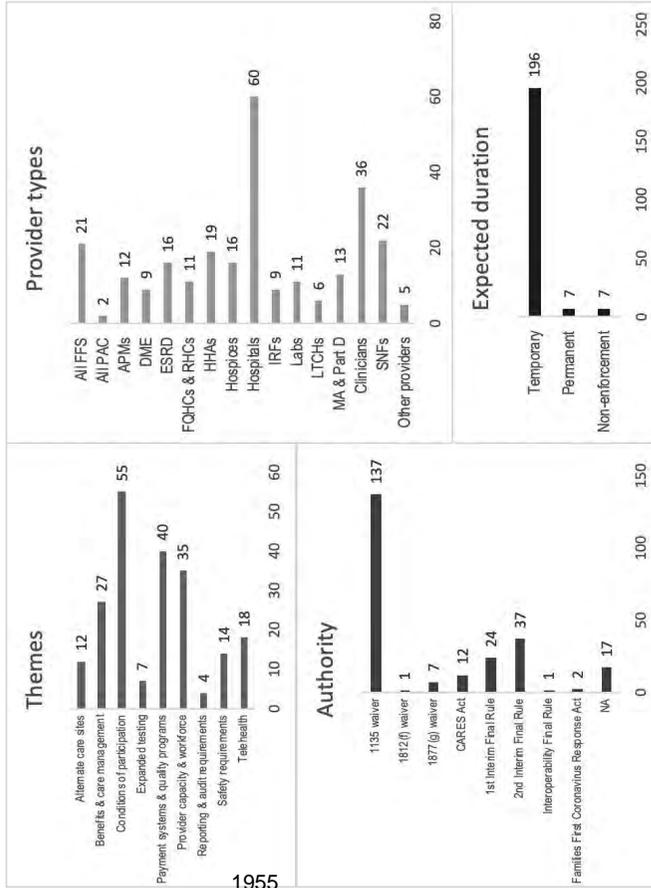
**Kathleen Ojala**  
**Administrative Director, Compliance and Integrity, Privacy Officer**  
**Ohio State University Wexner Medical Center**

## Academic Medical Centers: Compliance Landscape FY2021

- **Adapting to COVID-19**
  - Operational changes and prioritization
  - Telehealth
  - Section 1115 waivers
- **Regulatory Changes**
  - Medicare
  - Stark Act
  - Value Based Purchasing
  - HIPAA
- **Increased Enforcement Expected**
  - Telehealth fraud
  - Covid-19 Relief funding
  - Healthcare Consumer Protection



# Regulatory Environment: COVID-19 Changes



## Overall Changes

- Capacity
- Patient rights
- Access to testing and vaccines

## Most Significant Changes

- Telehealth adoption timeline advanced by at least 10 years
- Flexibilities on where to deliver care
- Reduction of certain writing requirements

## Compliance Impact

- Ensuring operational processes return to pre-waiver rigor

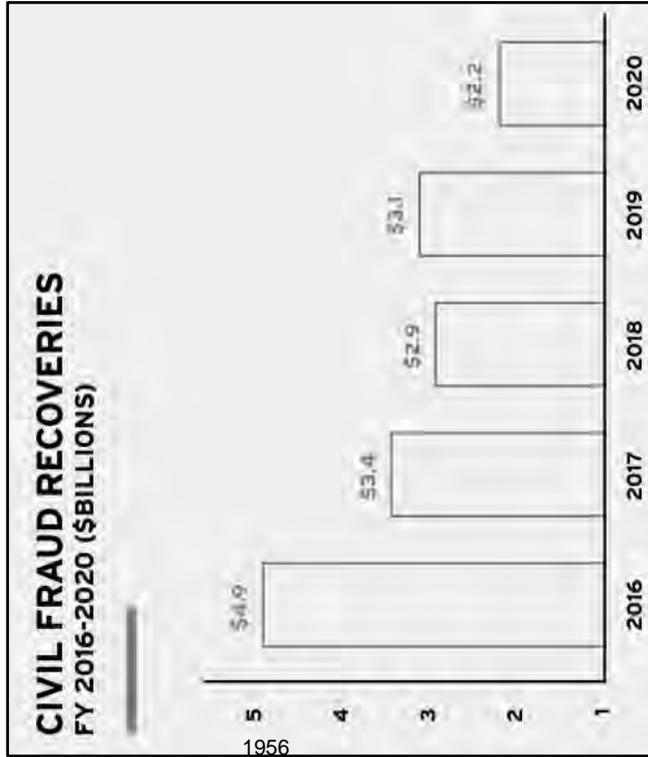
## Enforcement Environment: Overall Medicare Recoveries

### Overall Changes

- Depressed enforcement in Trump Administration
- Widely expected to rebound in FY2021 and subsequent years

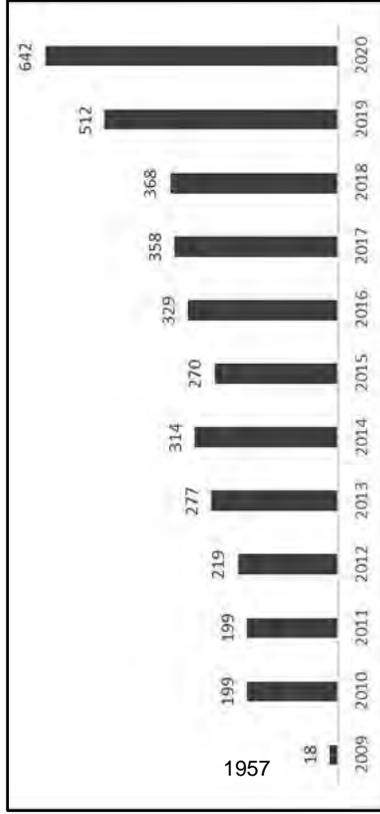
### HHS-OIG Enforcement Priorities

- Opioids
  - Whistleblower activity
  - Covid-19 Relief
- ### Compliance impact
- Responding to Medicare audits and potential enforcement is priority



Source: DOJ "Healthcare Fraud Statistics – Overview" (Jan. 14, 2021)

## Enforcement Environment: HIPAA



### Healthcare Data Breaches (500+ Records)

- Significant increase 2018-2020



### Significant Hacking/IT Incidents

- Ransomware incidents driving increase

### Major OCR Penalties for HIPAA violations

- Increased from 13 in 2015 to 19 in 2020
- Driven by breaches with more than 500 patients

Sources: HIPAA Journal, January 2021



## External Risk Drivers: Industry

### Covid/Stimulus Waivers

- Program misuse
- Abusive practices

### Healthcare Consumer Protection

- Price transparency
- Surprise billing
- Drug pricing
- Telehealth

### Additional Focus Areas

- Antitrust scrutiny
- Data privacy
- Prohibition on Physician self-referrals and practices

# Internal Risk Drivers: Industry

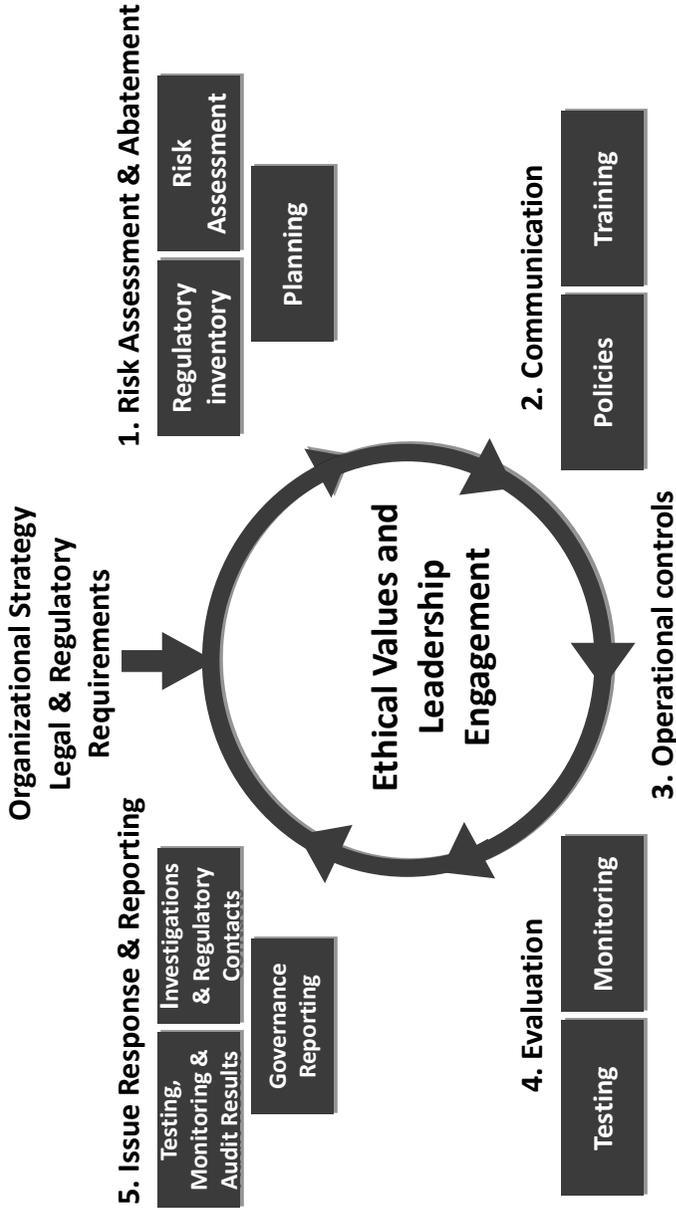
**Strategic/  
Operational  
Changes**

**COVID-19  
Recovery**

- Uninsured billing
- Lab testing
- Telehealth



# Approach: Applying the OSU Compliance & Integrity Framework





## OSUWMC Compliance Program: Summary



### Oversight

- OSUWMC Compliance Committee
- Tailored programs



### Campus Collaborators

- Internal Audit Collaboration
- University Privacy Office/OCIO
- Other compliance units



### Office of University Compliance & Integrity

- Education
- Auditing
- Privacy
- Investigations

ATTACHMENT LXXXIX

# **Government Affairs Update**

**Stacy Rastauskas**  
**Vice President for Government Affairs**

*Legal, Risk, and Compliance Committee*  
*May 2021*

# — President Biden First 100 Days



Federal Pell Grants



Immigration



Infrastructure



Research and Development



## — State Actions

- ✓ State Budget Process
- ✓ Pending Legislation
  - Higher Education Reform Bill
  - Sports Wagering
  - Name, Image, and Likeness

APPENDIX LXXI



THE OHIO STATE UNIVERSITY

May 20, 2021

**Distinguished Service Awards – Recommended Recipients**

**Carol Newcomb, PhD**

Dr. Carol Newcomb served as Executive Director of Executive Education in the Max M. Fisher College of Business from 1997-2012. She spearheaded the creation of the new Executive MBA (EMBA) program – a truly pioneering program in the executive education field for its embrace of technology and hybrid delivery that increased access to an executive education and attracted candidates from across the country and the world. The EMBA program was later replicated by peer and aspirant institutions and was recognized by *Businessweek* as a top-10 EMBA program. Under Dr. Newcomb's leadership, the non-degree programs within Executive Education grew rapidly, connecting Fisher to some of the top organizations regionally and nationally. Dr. Newcomb serves on and is a past chair of the Columbus Metropolitan Club (CMC) Board of Trustees. The CMC is one of the most significant and influential institutions in central Ohio in connecting people and ideas through community conversation. As one nominator wrote: "Carol has been instrumental in bringing the university and CMC together on various initiatives. She consistently helped CMC connect better with university experts to participate in panels and to become more active participants in CMC." Dr. Newcomb is a loyal donor with more than 30 years of giving and is active with Women & Philanthropy.

The following individuals contributed to this nomination: Anil Makhija, Dean of the Fisher College of Business; Herb Asher, Professor Emeritus at The Ohio State University; and Carol Schwiebert, member of Women & Philanthropy.

**William "Bill" Shkurti, BA '68, MPA '74**

Mr. Bill Shkurti retired from the university as Senior Vice President for Business and Finance after 22 years, working closely with five presidents and provosts. His tenure was set during a period of extraordinary growth for the university despite frequent, almost constant financial difficulties, including declining state support, increased regulation, a new budget model and a change in undergraduate admissions. As one nominator wrote: "His ability to solve complex fiscal problems came to seem almost magical." Mr. Shkurti is recognized for his commitment to the highest values of the university, including full transparency, inclusion of faculty, staff and student governance, and as a "guardian of virtue and decency." He is the author of two books, including *The Ohio State University in the Sixties: The Unraveling of the Old Order* (2016) and is active on campus as an adjunct faculty member and within the community as a guest speaker. He is also a loyal donor with 40 years of giving.

The following individuals contributed to this nomination: W. Randy Smith, Vice Provost for Academic Programs at The Ohio State University, Terri Gehr, Founder and Principal at GEHR LLC, and Martha Garland, Associate Professor of History Emerita at The Ohio State University.

APPENDIX LXXII

**Executive Compensation Philosophy and  
Strategy**

**Updated April 26, 2021**

### Purpose

To support its stated mission, The Ohio State University (the university) shall maintain a total remuneration program that enables the university to attract, retain, promote a diverse workforce and reward highly qualified and talented executives.

### Key Principles

The university's executive compensation philosophy and strategy are based on the following key principles:

- Attract, retain, and reward highly qualified and talented executives dedicated to fulfilling the university's mission as a public land-grant institution and aspiration to become a leading national flagship public research university;
- Provide total remuneration that is competitive in the appropriate external labor markets;
- Ensure consistency, fiscal responsibility, reasonableness, and accountability in the administration of total remuneration;
- Link total remuneration to organizational and individual performance and the university's academic, advancement, health care delivery, athletic, research, innovation, business and organizational strategies;
- Clearly communicate the university's main goals and priorities to executives;
- Operate within the constraints of the university's budget and financial resources; and
- Ensure compliance with applicable laws and regulations.

### Scope

The Executive Compensation Philosophy and Strategy applies to the positions listed in Appendix A – Board Purview Executive Tiers. An individual who is appointed to one of these positions is considered a Board Purview Executive (executive).

### Executive Reward Components

The university offers a variety of means to attract, retain, and reward executives in an appropriate, reasonable, and market competitive manner. For purposes of this document, the following definitions apply:

**Base salary** is the foundation of an executive's total remuneration opportunity. It is determined based on the executive's position, responsibilities, experience, specialized knowledge, skills, accomplishments, performance, and relative value to the university.

- A base salary change is determined annually based on institutional performance, the competitive market and the university's overall financial climate.

**Incentives** play a significant role in an executive's total remuneration opportunity and are intended to incentivize performance, and reward achievement of both individual goals as well as the achievement of the university's organizational goals. Depending on the position, an executive's incentive pay may be based on individual goals that relate to university objectives and/or overall university performance. Incentives may relate to annual (short-term) and/or multi-year (long-term) performance and performance periods.

**Total cash compensation** refers to base salary plus incentives.

**Benefits, including perquisites**, are an important and competitive element of an executive's total remuneration opportunity. The university provides an array of comprehensive and competitive benefit programs for its executives and their families, including health, retirement, life insurance, and disability coverage, as well as tuition benefits, paid time off, and other supplemental executive benefits important in recruiting and retaining desired talent. Supplemental executive benefits and perquisites are designed to be strategic and flexible and are considered a part of total remuneration. Benefits and perquisites for executives are reviewed periodically and targeted to be competitive in the market(s) in which the university competes for talent.

**Total remuneration** refers to total cash compensation plus all employer-provided benefits and perquisites that may be awarded to, earned by, or paid to an executive.

### Comparison Markets

A key principle and objective of the university's executive compensation strategy is to provide total remuneration that is competitive in the appropriate external labor markets.

- The university's comparison markets (also referred to as peers) for identified executive positions include certain academic institutions, healthcare organizations, and athletic peers.
- The comparison markets are reviewed regularly and may periodically change to reflect fluctuations in the external labor market.
- The Talent, Compensation and Governance Committee (the committee) of the Board of Trustees (the board) is responsible for the regular review of the comparison markets, as noted in Appendix B - Board Purview Executive Comparison Markets.

**Pay Positioning**

When determining the value of a position in the relevant labor market, the university generally targets the market median or 50<sup>th</sup> percentile. For executive positions, Human Resources provides the committee with information on the 25<sup>th</sup>, 50<sup>th</sup>, and 75<sup>th</sup> percentiles of market for base salary, total cash compensation, and total remuneration.

As illustrated in the chart below, the university determines where an individual executive's base salary, total cash compensation and total remuneration are positioned relative to the market. An executive's pay position is impacted by the qualifications, experience in a comparable role and performance of the executive, as well as organizational factors and market conditions. The university's executives are normally paid between the 25<sup>th</sup> and the 75<sup>th</sup> percentile of the comparison market.

25 <sup>th</sup> Percentile	50 <sup>th</sup> Percentile	75 <sup>th</sup> Percentile
Less Experienced	<b>Executive's Qualifications</b>	Highly Experienced
Emerging Performer	<b>Performance History</b>	Seasoned Performer
Less Critical	<b>Strategic Importance of Role</b>	Highly Critical
Abundant/Easy	<b>Market for Talent &amp; Difficulty to Replace</b>	Scarce/Difficult
Limited	<b>Leadership &amp; Future Succession Potential</b>	High

To recruit or retain executives in highly market sensitive positions, it may be necessary in certain extraordinary circumstances to provide compensation which would place an executive outside these guidelines.

**Performance Measurement and Goal Setting**

The university believes in a high-performance culture that is supported and modeled by its executives where compensation actions are determined based on achievement of results compared to established goals.

The performance process for executives will utilize a documented framework for goal setting and performance reporting and evaluation. Goals will align with the university's strategic direction and objectives and will include specific metrics. The executive's performance will be assessed annually and consider the executive's annual results as well as progress towards long-term strategic objectives.

### **Executive Compensation Responsibilities**

- Responsibility for executive compensation administration is shared among the board, the committee, the president, the provost, the chancellor, human resources, and legal.
- The committee reviews and recommends the total remuneration of the president, establishes the president's performance goals and expectations, and assesses the president's performance, in each case, subject to approval by the board.
- Other individuals, in addition to the committee and including the chancellor, provost, and president, recommend or approve base salary and various awards and perquisites for executives in accordance with Appendix C – Decision Rights.
- The committee of the board has the authority to oversee adjustments made to Appendices A through C as it deems appropriate.

**Appendix A - Board Purview Executive Tiers<sup>1</sup>**

<b>Tier I</b>	President
<b>Tier II</b>	<p>Executive Vice President and Provost</p> <p>Executive Vice President and Chancellor for Health Affairs</p> <p>Executive Vice President for Research, Innovation and the Knowledge Enterprise</p> <p>Senior Vice President for Business &amp; Finance and Chief Financial Officer</p> <p>Senior Vice President for Marketing and Communications</p> <p>Senior Vice President and General Counsel</p> <p>Senior Vice President for Administration and Planning</p> <p>Senior Vice President for Advancement</p> <p>Senior Vice President for Student Life</p> <p>Senior Vice President for Talent, Culture and Human Resources</p> <p>Senior Vice President and The Wolfe Foundation Endowed Athletics Director</p> <p>Vice President and Chief Financial Officer of OSUWMC</p> <p>Chief Operating Officer of the OSUWMC</p> <p>Vice President and Chief Investment Officer</p> <p>Secretary of the Board of Trustees</p>
<b>Tier III</b>	<p>Head Coach, Football</p> <p>Head Coach, Men's Basketball</p> <p>Head Coach, Women's Basketball</p>
<b>Tier IV</b>	<p>Chief Executive Officer of James Cancer Hospital and Solove Research Institute</p> <p>Deputy Chief Financial Officer and Vice President Operations, Business and Finance</p> <p>Medicine, Dean</p> <p>Senior Advisor to the President</p> <p>Chief of Staff for the Office of the President</p> <p>Treasurer and Vice President Financial Services and Innovation</p> <p>Vice President of Government Affairs</p> <p>Vice President and Chief Information Officer</p>
<b>Tier V</b>	<p>Arts and Sciences, Executive Dean</p> <p>Business, Dean</p> <p>Dentistry, Dean</p> <p>Education and Human Ecology, Dean</p> <p>Engineering, Dean</p> <p>Food, Agricultural, and Environmental Sciences, Dean</p> <p>Graduate School, Dean</p> <p>Health Sciences, Executive Dean</p> <p>Law, Dean</p> <p>Libraries, Vice Provost and Dean</p> <p>Lima, Dean</p> <p>Mansfield, Dean/Director</p>

	Marion, Dean/Director Newark, Dean/Director Nursing, Dean Optometry, Dean Pharmacy, Dean Professional Cluster, Executive Dean Public Affairs, Dean Public Health, Dean Regional Cluster, Executive Dean Social Work, Dean Undergraduate Education, Dean Veterinary Medicine, Dean
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<sup>1</sup> For purposes of this document, an individual holding an interim appointment in one of the positions outlined in Tiers I-V is considered a Board Purview Executive

**Appendix B - Board Purview Executive Comparison Markets**

Peer groups for executive compensation are used to capture data from a range of organizations that are similarly situated in terms of structure, size, and complexity. Peer institutions and organizations are generally between one-half to two times the size of the university.

- Academic peers are based on the university’s historical sourcing of talent comparability standards that include the institution’s size, complexity, academic stature, and whether the institution has a medical school or an academic medical center.
- Healthcare peers are based on the organization’s historical sourcing of talent, as well as comparability standards that include the organization’s size, complexity, and stature, and whether the organization is a fully integrated health system.
- Athletic peers are based on the university’s historical sourcing of talent, as well as athletic comparability standards. These institutions have significant overlap to academic peers and include high-profile athletics programs.
- General industry peers are those employers of comparable size from a variety of industries. Market data from general industry peers is used for shared services roles in which the university competes for talent with employers outside of higher education and health care.

**Primary Academic Peers**

<u>Public Universities</u>	<u>Private Universities</u>
Arizona State University	Case Western Reserve University
Georgia Institute of Technology	Duke University
Indiana University	Emory University
Michigan State University	Johns Hopkins University
Pennsylvania State University	Northwestern University
Purdue University	Stanford University
Rutgers University	University of Chicago
University of California, Berkeley	University of Miami
University of California, Irvine	University of Southern California
University of California, Los Angeles	Vanderbilt University
University of California, San Diego	Washington University, St. Louis
University of California, San Francisco	
University of Colorado	
University of Florida	
University of Georgia	
University of Illinois	
University of Iowa	
University of Maryland	
University of Michigan	
University of Minnesota	
University of Nebraska	
University of North Carolina	
University of Pittsburgh	
University of Texas	
University of Virginia	
University of Washington	
University of Wisconsin	

**Appendix C - Decision Rights**

**Definitions:**

Manage	Administer the program
Informed	Kept apprised of outcome
Consult	Provide input or analysis
Recommend	Initiate and recommend an action
Approve	Provide final approval

Action	Board of Trustees	Talent, Compensation & Governance Committee	President	Provost	Chancellor	Human Resources/ Legal
Executive compensation philosophy and strategy	Approve	Consult/ Recommend	Consult			Consult/ Manage
Tier I employment terms, performance reviews, compensation actions	Approve	Consult/ Recommend				Consult/ Manage
Tier II & III employment terms, compensation actions	Approve	Consult/ Recommend	Consult			Consult/ Manage
Tier IV employment terms, compensation actions	Informed	Informed	Approve	Consult/ Recommend	Consult/ Recommend	Consult/ Manage
Tier V employment terms, compensation actions	Informed	Informed	Approve	Consult/ Recommend	Consult/ Recommend	Consult/ Manage

**Notes:**

\* President and Committee approval required for:

- Tier IV and V and other highly-compensated faculty and staff whose total cash compensation exceeds the Internal Revenue Code (IRC) Section 401(a)(17) limit (indexed and subject to change annually; \$290,000 for 2021)
- Physicians whose base salary is \$500,000 or greater

Human Resources provides the committee a regular report of total cash compensation for board purview executives as well as other highly-compensated faculty, staff, and physicians as detailed above.

The direct supervisor of the leader is responsible for establishing performance goals and assessing the leader's performance.

## APPENDIX LXXIII

The Ohio State University  
Board of Trustees

May 19, 2021

### **Approval of the Third Amendments to The Ohio State University Retirement Continuation Plan and The Ohio State University Retirement Continuation Plan II**

#### **Summary**

##### **Background on the Plans:**

The Retirement Continuation Plan and the Retirement Continuation Plan II (each, a “Plan” and, collectively, the “Plans”) are maintained for faculty and staff members whose retirement contributions to the state retirement systems (OPERS, STRS) or alternative retirement plan (ARP) are limited under IRS rules and whose compensation, as determined by the University, exceeds those IRS limits. The Plans are “tax-qualified” retirement plans – i.e., participants do not pay income taxes on their contributions or accounts until those balances are distributed.

##### **Summary of Changes:**

Each Plan is being amended to:

- Expand Eligibility for Participation. Historically, the University designates the employees who may participate in either the RCP or RCP II. Once an employee participates in the RCP or RCP II, the employee remains in that Plan and may not become a participant in the other Plan. Amendment Three to each Plan allows certain participants to maintain accounts in both the RCI and RCP II, as designated by the University. The Amendments allow for more flexibility in the employer-employee relationship for certain executives. The effective date of the amendment is pre-dated to March 1, 2021 to accommodate ongoing arrangements with executives.
- Document CARES Act Distributions and Required Amendments. The Coronavirus Aid, Relief and Economic Security (“CARES”) Act allowed retirement plans to accommodate some distributions during 2020 due to the Coronavirus pandemic. Specifically, the Plans were not required to make Required Minimum Distributions (“RMDs”) in 2020 to former participants age 70 ½ and older; this amendment is required to memorialize this 2020 RMD relief. The amendments also allow the Plans to comply with RMDs for beneficiaries in 2021 and after, which require the Plans to complete account distributions to beneficiaries within the 10 years following the participant’s death. The Plans were already amended to commence RMDs at the higher age of 72 for distributions during and after 2021.

The amendment of each Plan has been approved by the Office of Human Resources, the Office of Legal Affairs and outside counsel.

##### **Purpose of the Resolution for each Plan:**

- Approve the Third Amendment for each Plan, effective as of March 1, 2021; and
- Authorize the Senior Vice President for Business and Finance and Chief Financial Officer to sign the amendment and any other documents needed to effectuate or carry out the resolution.

{00395121-1}

**EXHIBIT A**

**THIRD AMENDMENT TO  
THE OHIO STATE UNIVERSITY RETIREMENT CONTINUATION PLAN  
AMENDED AND RESTATED EFFECTIVE AS OF FEBRUARY 1, 2016**

WHEREAS, The Ohio State University ("University") maintains The Ohio State University Retirement Continuation Plan ("Plan");

WHEREAS, the Plan was established, effective September 1, 2012, was most recently amended and restated effective as of February 1, 2016, and subsequently amended effective as of February 1, 2016, and effective as of January 1, 2020; and

WHEREAS, pursuant to Section 15.01(a) of the Plan, the University desires to amend the Plan as described herein; and

NOW, THEREFORE, effective as of March 1, 2021, unless otherwise stated herein (the "Effective Date"), the University hereby amends the Plan as follows:

1. Section 5.02 of the Plan is hereby deleted in its entirety and replaced with the following:

**Section 5.02. Excess Annual Additions.** If a Participant has Excess Annual Additions for a Plan Year, an adjustment to comply with this Article shall be made as soon as administratively possible, but no later than the time permitted under Internal Revenue Service guidance: (a) first, to any plan of a Related Employer required to be aggregated with this Plan other than a plan of the University; (b) second, to The Ohio State University Retirement Continuation Plan II; and (c) third, to this Plan.

2. Section 10.04 of the Plan is hereby deleted in its entirety and replaced with the following:

**Section 10.04. Required Minimum Distributions.** The provisions of this Section 10.04 take precedence over any inconsistent provisions of the Plan or of any Funding Vehicle. All distributions under this Plan shall be made in accordance with Code Section 401(a)(9), the changes under the Setting Every Community Up for Retirement Enhancement Act of 2019, and the regulations promulgated thereunder, including the incidental death benefit rules under Code Section 401(a)(9)(G).

(a) Distributions may only be made over one of the following periods (or a combination thereof):

- (1) the life of the Participant;
- (2) the life of the Participant and a designated Beneficiary;

(3) a period certain not extending beyond the life expectancy of the Participant; or

(4) a period certain not extending beyond the joint and last survivor life expectancy of the Participant and a designated Beneficiary.

(b) A Participant's Vested Accounts shall be distributed to the Participant beginning no later than April 1 of the calendar year following the calendar year in which the Participant attains age 70½ (age 72 with respect to a Participant who attains age 70½ after December 31, 2019) or, if later, April 1 of the calendar year following the calendar year that the Participant has a Severance from Employment.

(c) The Provider(s) shall be solely responsible for complying with the provisions of this Section 10.04. The Provider(s) shall calculate the amounts required to be distributed to a Participant under this Section and notify such Participant of such distributions at least sixty (60) days prior to the date distributions must begin.

(d) For 2020, unless otherwise provided in the Funding Vehicles, the minimum required distribution requirements set forth in Section 10.04 were satisfied as provided in either paragraph (d)(1) or paragraph (d)(2), as determined by the Provider responsible for the Participant's required minimum distribution:

(1) Effective March 27, 2020, or as soon as administratively practicable thereafter, a Participant or Beneficiary who would have been required to receive a required minimum distribution in 2020 (or paid in 2021 for the 2020 calendar year for a Participant with a required beginning date of April 1, 2021) but for the enactment of Code Section 401(a)(9)(I) ("2020 RMDs") and who would have satisfied that requirement by receiving distributions that are either (i) equal to the 2020 RMDs, or (ii) one or more payments (that include the 2020 RMDs) in a series of substantially equal periodic payments made at least annually and expected to last for the life (or life expectancy) of the Participant, the joint lives (or joint life expectancies) of the Participant and the Beneficiary, or for a period of at least ten (10) years ("Extended 2020 RMDs"), will not receive this distribution unless the Participant or Beneficiary chooses to receive the distribution. Participants and Beneficiaries described in the preceding sentence will be given the opportunity to elect to receive the distribution described in the preceding sentence.

(2) Effective March 27, 2020, or as soon as administratively practicable thereafter, a Participant or Beneficiary who would have been required to receive a 2020 RMD, and who would have satisfied that requirement by receiving distributions that are (i) equal to the 2020 RMDs or (ii) Extended 2020 RMDs, will receive this distribution unless the Participant or Beneficiary chooses not to receive such distributions.

The Ohio State University  
Board of Trustees

May 19, 2021

Participants and Beneficiaries described in the preceding sentence will be given the opportunity to elect to stop receiving the distribution described in the preceding sentence.

Further, if permitted by the Provider, 2020 RMDs and/or Extended 2020 RMDs will be treated as Eligible Rollover Distributions for 2020.

3. Capitalized terms not otherwise defined in this Third Amendment shall have the meanings ascribed to them in the Plan.
4. All other terms and conditions in the Plan shall remain in full force and effect.

IN WITNESS WHEREOF, the University hereby adopts this Third Amendment effective as the Effective Date.

THE OHIO STATE UNIVERSITY

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By: Michael Papadakis  
Title: Senior Vice President for Business and Finance and Chief Financial Officer

Date: \_\_\_\_\_

**EXHIBIT B**

**THIRD AMENDMENT TO  
THE OHIO STATE UNIVERSITY RETIREMENT CONTINUATION PLAN II  
AMENDED AND RESTATED EFFECTIVE AS OF FEBRUARY 1, 2016**

WHEREAS, The Ohio State University ("University") maintains The Ohio State University Retirement Continuation Plan II ("Plan");

WHEREAS, the Plan was established, effective September 1, 2012, was most recently amended and restated effective as of February 1, 2016, and subsequently amended effective as of February 1, 2016, and effective as of January 1, 2020; and

WHEREAS, pursuant to Section 15.01(a) of the Plan, the University desires to amend the Plan as described herein; and

NOW, THEREFORE, effective as of March 1, 2021, unless otherwise stated herein (the "Effective Date"), the University hereby amends the Plan as follows:

1. Section 2.02(p) of the Plan is hereby deleted in its entirety and replaced with the following:

(p) "Eligible Employee" means an Employee designated by the Administrator as eligible for Pick-Up Contributions and/or Employer Contributions under the Plan, as set forth in Attachment A. The Administrator shall have the right in its sole and absolute discretion to designate Eligible Employees under the Plan, and to remove Employees from eligibility under the Plan, at any time, which shall be reflected in an updated Attachment A. Notwithstanding the foregoing, an Employee who is a Participant in The Ohio State University Retirement Continuation Plan may be designated by the Administrator as eligible for Employer Contributions only under the Plan, and he or she shall not be eligible for Pick-Up Contributions under the Plan.

2. Section 4.02(a) of the Plan is hereby deleted in its entirety and replaced with the following:

(a) The University shall make an Employer Contribution on behalf of each Eligible Employee who is a Participant pursuant to Section 3.02 in an amount equal to (i) the amount specified in the Participant's employment contract with the University and/or (ii) a specified percentage of the Participant's Adjusted Compensation, as determined by the University in its sole and absolute discretion prior to the beginning of the Plan Year, provided, however, that in no event shall the same Adjusted Compensation be used in determining Employer Contributions as a percentage of Adjusted Compensation under both the Plan and The Ohio State University Retirement Continuation Plan. In the case of (ii), the specified percentage shall be the same for all Participants or for a reasonable classification of such Participants. The Employer Contribution with respect to each Employee for a Plan Year shall be set forth in Attachment A.

3. Section 10.04 of the Plan is hereby deleted in its entirety and replaced with the following:

**Section 10.04. Required Minimum Distributions.** The provisions of this Section 10.04 take precedence over any inconsistent provisions of the Plan or of any Funding Vehicle. All distributions under this Plan shall be made in accordance with Code Section 401(a)(9), the changes under the Setting Every Community Up for Retirement Enhancement Act of 2019, and the regulations promulgated thereunder, including the incidental death benefit rules under Code Section 401(a)(9)(G).

(a) Distributions may only be made over one of the following periods (or a combination thereof):

- (1) the life of the Participant;
- (2) the life of the Participant and a designated Beneficiary;
- (3) a period certain not extending beyond the life expectancy of the Participant; or
- (4) a period certain not extending beyond the joint and last survivor life expectancy of the Participant and a designated Beneficiary.

(b) A Participant's Vested Accounts shall be distributed to the Participant beginning no later than April 1 of the calendar year following the calendar year in which the Participant attains age 70½ (age 72 with respect to a Participant who attains age 70½ after December 31, 2019) or, if later, April 1 of the calendar year following the calendar year that the Participant has a Severance from Employment.

(c) The Provider(s) shall be solely responsible for complying with the provisions of this Section 10.04. The Provider(s) shall calculate the amounts required to be distributed to a Participant under this Section and notify such Participant of such distributions at least sixty (60) days prior to the date distributions must begin.

(d) For 2020, unless otherwise provided in the Funding Vehicles, the minimum required distribution requirements set forth in Section 10.04 were satisfied as provided in either paragraph (d)(1) or paragraph (d)(2), as determined by the Provider responsible for the Participant's required minimum distribution:

- (1) Effective March 27, 2020, or as soon as administratively practicable thereafter, a Participant or Beneficiary who would have been required to receive a required minimum distribution in 2020 (or paid in 2021 for the 2020 calendar year for a Participant with a required beginning date of April 1, 2021) but for the enactment of Code Section 401(a)(9)(I) ("2020 RMDs") and who would have satisfied that requirement by receiving distributions that are either (i) equal to the 2020 RMDs, or (ii) one or more payments (that include the 2020 RMDs) in a series of substantially equal periodic payments made at least annually and expected to last for the life (or life expectancy) of the Participant, the joint lives (or joint life expectancies) of the Participant and the Beneficiary, or for a period of at least ten (10) years ("Extended 2020 RMDs"), will not receive this distribution unless the Participant or Beneficiary chooses to receive the

distribution. Participants and Beneficiaries described in the preceding sentence will be given the opportunity to elect to receive the distribution described in the preceding sentence.

(2) Effective March 27, 2020, or as soon as administratively practicable thereafter, a Participant or Beneficiary who would have been required to receive a 2020 RMD, and who would have satisfied that requirement by receiving distributions that are (i) equal to the 2020 RMDs or (ii) Extended 2020 RMDs, will receive this distribution unless the Participant or Beneficiary chooses not to receive such distributions. Participants and Beneficiaries described in the preceding sentence will be given the opportunity to elect to stop receiving the distribution described in the preceding sentence.

Further, if permitted by the Provider, 2020 RMDs and/or Extended 2020 RMDs will be treated as Eligible Rollover Distributions for 2020.

4. Capitalized terms not otherwise defined in this Third Amendment shall have the meanings ascribed to them in the Plan.
5. All other terms and conditions in the Plan shall remain in full force and effect.

IN WITNESS WHEREOF, the University hereby adopts this Third Amendment effective as the Effective Date.

THE OHIO STATE UNIVERSITY

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By: Michael Papadakis  
Title: Senior Vice President for Business and Finance and Chief Financial Officer

Date: \_\_\_\_\_

## APPENDIX LXXIV



### **Research, Innovation and Strategic Partnerships Committee Charter**

*Updated February 4, 2021*

#### **Purpose of Committee**

The Research, Innovation and Strategic Partnerships Committee is a standing committee of The Ohio State University Board of Trustees established to consider and provide strategic guidance and oversight regarding matters pertaining to: (1) the research enterprise; (2) corporate partnerships; (3) innovation and technology commercialization; (4) entrepreneurship and university-enabled startups; and (5) relevant policies.

#### **Committee Authority and Responsibilities**

In furtherance of its purpose set forth above, the committee shall have the following authority and responsibilities:

- Provide strategic oversight and guidance on the sustainable growth of research and creative expression, corporate partnerships, technology commercialization, as well as entrepreneurial activities.
- Support the advancement of The Ohio State University to be among Top 10 public research universities in terms of annual research and development expenditures.
- Support strategic hiring, retention and planning of faculty and/or staff researchers to increase the university's research and innovation capacity and capability while maximizing societal impact.
- Support policies and programs to incentivize faculty participation in large-scale, interdisciplinary research, industry-sponsored research, technology commercialization and entrepreneurial activities.
- Provide strategic oversight and guidance to make The Ohio State University a national leader in diversity, equity and inclusion across the research and innovation enterprise.
- Provide strategic guidance and oversight, in conjunction with other board committees, for the overall plan and development of the university's Innovation District.
- Review and evaluate the effectiveness of the research and innovation enterprise including but not limited to annual research and development expenditures, scholarly activities such as publications and creative expression, outcomes of technology commercialization, startup activities and corporate partnerships.
- Provide strategic guidance and oversight on large-scale ventures and contracts that require Board of Trustees' review or approval.

#### **Committee Meetings**

The committee generally shall meet in conjunction with the regularly scheduled meetings of the full University Board of Trustees and at such other times and places as it deems necessary to carry out its responsibilities. A majority of the voting members of the committee shall be present in person at any meeting of the committee in order to constitute a quorum for the transaction of business at such meeting.

#### **Committee Membership**

All members of the committee, as well as the committee chair and vice chair, shall be appointed by the chair of the board. The chair and vice chair of the committee shall be trustees or charter trustees. Trustees, student trustees, charter trustees and non-trustee committee members shall all be voting members of the committee.

The committee shall consist of trustees appointed to the committee, including at least one student trustee, up to one member of the university faculty, and up to two additional non-trustee members,

with majority membership by trustees at all times. Each member of the committee shall serve for such term or terms as the chair of the board may determine or until his or her earlier resignation, removal or death.

**Staff and Other Support**

Primary staff support for the committee shall be provided by the Office of Research, Innovation and Knowledge Enterprise. Further, the committee shall obtain advice and assistance as needed from internal or external experts in science, engineering, technology, medicine, policy, law, finance, facility, research compliance, enterprise risk, intellectual property, venture capital, startups, business development, etc.

**University Bylaws**

The provisions of this charter are intended to comport with the bylaws of the university. To the extent that these provisions conflict, the university bylaws shall control.

# HONDA-OHIO STATE PARTNERSHIP

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APPENDIX LXXV

1984

20<sup>TH</sup> ANNIVERSARY OF HONDA-OHIO STATE PARTNERSHIP

# Honda

## Philanthropy – Research – Talent

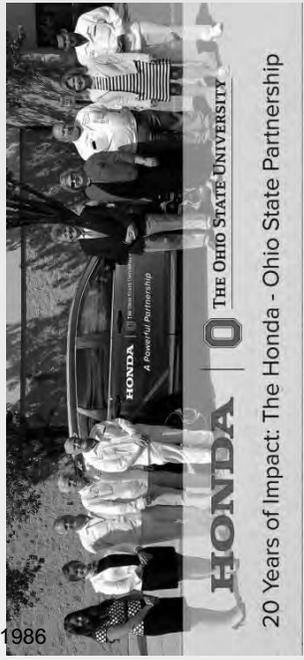
A commitment to transportation research inspires a model of industry-university collaboration



# 20 YEARS OF IMPACT: HONDA - OHIO STATE PARTNERSHIP

May 18-20, 2021, Board of Trustees Meeting

Over the life of the partnership, Honda has provided more than \$28 million in research funding to Ohio State. Over the last five years alone, we have partnered on 235 research projects.



20 Years of Impact: The Honda - Ohio State Partnership



## STUDENT ENGAGEMENT

Honda has provided co-ops or internships for more than 200 Ohio State students over the past five years.

Honda has hired more than 80 Ohio State undergraduates in the last five years into full-time positions.



May 19, 2021

## APPENDIX LXXVI



### **Academic Affairs and Student Life Committee Charter**

#### **Purpose of Committee**

The Academic Affairs and Student Life Committee is a standing committee of The Ohio State University Board of Trustees established to consider and make recommendations for action by the board relating to: 1) teaching and learning; 2) student success, support and well-being; and 3) outreach and engagement activities of the university's students, faculty and staff.

#### **Committee Authority and Responsibilities**

In furtherance of its purpose set forth above, the committee shall have the following authority and responsibilities:

- **Educational policy, academic structure and organization** – The committee provides policy oversight of the academic and co-curricular activities of the university, aligned with the principles of shared governance and consistent with the university's land-grant mission. This may include activities at Ohio State's Columbus or regional campuses, CFAES Wooster, through Ohio State University Extension or in association with other institutions of higher education.
- **Student success, support and well-being** – The committee provides policy oversight of initiatives to support and enhance the experience of students, whether operated through the offices of Academic Affairs, Student Life, Athletics or elsewhere within the university.
- **Faculty personnel actions** – The committee recommends approval of faculty personnel actions to the Board of Trustees.
- **University faculty and student rules** – The committee recommends approval of changes to the Rules of the University Faculty and Code of Student Conduct to the Board of Trustees.
- **Conferring of degrees, certificates, awards, and other honors** – The committee recommends approval of degrees, certificates, awards and other honors, including honorary degrees recommended by the university president or the University Senate, to the Board of Trustees.



## **Academic Affairs and Student Life Committee Charter**

### **Committee Meetings**

The committee generally shall meet in conjunction with the regularly scheduled meetings of the full board, and at such other times and places as it deems necessary to carry out its responsibilities.

A majority of the voting members of the committee shall be present in person at any meeting of the committee in order to constitute a quorum for the transaction of business at such meeting.

### **Committee Membership**

All members of the committee, as well as the committee chair and vice chair, shall be appointed by the chair of the board. The chair and vice chair of the committee shall be trustees or charter trustees. Trustees, student trustees, charter trustees and non-trustee committee members shall all be voting members of the committee.

The committee shall consist of trustees appointed to the committee, including at least one student trustee, one member of the university faculty, and up to two additional non-trustee members, with majority membership by trustees at all times. Each member of the committee shall serve for such term or terms as the chair of the board may determine or until his or her earlier resignation, removal or death.

### **Staff and Other Support**

Primary staff support for the committee shall be provided by the offices of Academic Affairs and Student Life. Further, the committee shall obtain advice and assistance as needed from internal or external experts in human resources, legal affairs or other areas as needed.

### **University Bylaws**

The provisions of this charter are intended to comport with the bylaws of the university. To the extent that these provisions conflict, the university bylaws shall control.

## APPENDIX LXXVII

The Ohio State University  
Board of Trustees

May 19, 2021

### Dr. N. Geoffrey Parker – Joseph Sullivant Medal Nominee

#### Biography:

Dr. N. Geoffrey Parker, Distinguished University Professor and Andreas Dorpalen Professor of European History, was born in Nottingham, England, in 1943 and studied history at Christ's College Cambridge (BA 1965; Ph.D. 1968; Litt.D. 1981). After teaching at the universities of Cambridge, St. Andrews (Scotland) and British Columbia (Canada), he moved to the University of Illinois at Urbana-Champaign as the Charles E. Nowell Distinguished Professor of History in 1986, and to Yale University as the Robert A. Lovett Professor of Military and Naval History in 1993, before joining the faculty of Ohio State's History Department and the Mershon Center in 1997.



Dr. Parker teaches courses on the Reformation, European history and military history at both undergraduate and graduate levels. He has directed or co-directed six Senior Honors essays and 35 Doctoral Dissertations to completion. In 2006, he won an Ohio State Alumni Distinguished Teaching Award.

He studies the social, political and military history of Europe between 1500 and 1650, with special reference to Spain and its empire, and has published prolifically. So far, he has authored, edited or co-edited 40 books and more than 100 articles and book chapters. He has also delivered more than 300 invited lectures and conference papers worldwide. His best-known book is *Military Revolution: Military Innovation and the Rise of the West, 1500–1800*, first published by Cambridge University Press in 1988.

Dr. Parker is a Fellow of the British Academy and a Corresponding Fellow of the Royal Society of Edinburgh. In 2014, he was awarded the British Academy Medal for his book *Global Crisis: War, Climate Change and Catastrophe in the Seventeenth Century*. In 2012 he was awarded the Dr. A.H. Heineken Prize for History by the Royal Netherlands Academy of Arts and Sciences for his outstanding scholarship on the social, political and military history of Europe between 1500 and 1650, in particular Spain, Philip II, and the Dutch Revolt; for his contribution to military history in general; and for his research on the role of climate in world history.

Amongst the foreign honors he holds, Dr. Parker is a member of the Order of Alfonso X the Wise and was granted the Great Cross of the Order of Isabella the Catholic by the Spanish government. He has received honorary doctorates from the Catholic University of Brussels (Belgium) and the University of Burgos (Spain). He is also a corresponding member of the Spanish Real Academia de la Historia and member of the Royal Netherlands Academy of Arts and Sciences since 2005. In 1999, he received the Samuel Eliot Morison Prize for lifetime achievement given by the Society for Military History.

Nomination Excerpts:

“Dr. N. Geoffrey Parker, Distinguished University Professor, Andreas Dorpalen Professor of European History, and Associate of the Mershon Center. He has taught at OSU for the past twenty-three years and in the past seven years he has published five major books. Geoffrey Parker is a world-renowned historian acclaimed for his scholarship on global history, military history and European history. He has authored, coauthored and edited 40 books; published over 100 articles and book chapters; produced over 200 book reviews and review articles; and delivered hundreds of lectures in several languages on four continents. He has directed (thus far) 35 doctoral theses to completion and taught tens of thousands of students (he offers courses across the curriculum, from entry-level survey courses to graduate seminars.) He has also won numerous international prizes, including the Heineken Prizes for History in 2012, awarded every two years to the scholar “deemed to have had the greatest impact on the profession.” In 2014 the British Academy awarded him one of its three Medals for a “landmark academic achievement which has transformed understanding of a particular subject or field of study”, for his book *Global Crisis: war, climate change, and catastrophe in the 17<sup>th</sup> century*.”

– Scott Levi, Professor and Chair, Department of History, The Ohio State University

“For someone who began research with a detailed study of Spain’s Army of Flanders in the 16th Century, he has branched out into a number of different directions, among them, naval history, political history, biography, the history of cartography, the history of religion, crime, and environmental history. Geoffrey is often branded as a military historian, owing in large part to his magnificent prize-winning book on the Military Revolution in early modern Europe, but such a narrow designation is patently unfair. Rather Geoffrey is a generalist in the best sense of the word, and a scholar whose many books are standard reading in classrooms in several continents. He is, in short, one of the most widely-read, respected and admired early modern European historians at work today.”

– Richard Kagan, Arthur O. Lovejoy Professor Emeritus of History, Academy Professor of History, Johns Hopkins University

## APPENDIX LXXVIII

**The Ohio State University Board of Trustees  
Academic Affairs & Student Life Committee  
May 19, 2021**

**Topic:**

Approval of Farm Financial Management and Policy Institute

**Context:**

Ohio Revised Code 3335.38 stipulates that The Ohio State University shall establish a farm financial management institute “to train interested and qualified persons to assist farmers needing help with farm financial management problems.”

- The Farm Financial Management and Policy Institute will be a unified center for the integration, translation, and communication of critical farm financial management and policy issues affecting Ohioans.
- The vision for the institute is to build the foundation for a safe, secure and sustainable food system for Ohio and beyond by fostering the resources of one of the largest land-grant universities to produce revolutionary research, creative translation, innovative education, and unparalleled partnerships.
- The College of Food, Agricultural, and Environmental Sciences will house the institute within Ohio State University Extension, in partnership with the Department of Agricultural, Environmental, and Development Economics (AEDE).
- The Farm Financial Management and Policy Institute will:
  - Unify the farm financial management agricultural policy expertise across the full spectrum of the agricultural industry to find solutions to the most critical issues facing producers;
  - Engage university academic units, Extension, related support units, and partner expertise to integrate, translate, communicate, and apply research-informed knowledge and best practices in the areas of: Agricultural Marketing, Agricultural Finance, Agricultural Production and Risk Management, Human Resources, Agricultural Policy, and Agricultural Law;
  - Provide a structure for visionary leadership and identify gaps/build capacity and longevity in farm financial management and agricultural policy; and
  - Develop a structure to link state-level topical expertise to Extension educators (e.g., Senior-level subject matter expert housed in academic units are supported by a professional practice faculty member who develops training for a team of Extension educators throughout the state).

**Administrative structure**

The Farm Financial Management and Policy Institute will be housed in OSU Extension, under the direction of the associate dean and director of OSU Extension. The FFMPI director will serve as the administrative head of the center and will be responsible for leading the center in developing and maintaining robust high-quality research, teaching, and Extension programs. The FFMPI director will be appointed/reappointed every four years by the vice president/dean with input from the associate dean and director, chair Extension, and affiliated faculty and staff (e.g., AEDE, OSU Extension Farm Office, etc.).

## APPENDIX LXXIX

**The Ohio State University Board of Trustees  
Academic Affairs & Student Life Committee  
May 19, 2021**

**Topic:**

Approval to establish a Master of Science in Immunology and Microbial Pathogenesis degree in the College of Medicine

**Context:**

- The program will be offered through the College of Medicine at the Columbus campus.
- The program's primary goal is to supply highly skilled individuals to the biomedical workforce in Ohio.
- The program will offer formal education with focused, hands-on research training for people seeking careers in academic, pharmaceutical, biotech, agriculture, government, and public health.
- Graduates will be prepared to contribute to the State of Ohio's efforts, especially in this time of emerging pathogens and need for rapid development of diagnostics and therapeutic interventions.
- Similarly, the current revolution of cancer immunotherapy research and discovery predicts a need for talented labor in these fields as well.
- Students will have the option to concentrate their curriculum in one of the two focus areas by selection of advanced core courses and electives in immunology or microbial pathogenesis.

**Admission timing**

The program is expected to be implemented autumn 2021. It is anticipated that the program will admit one cohort of six students per year until a planned rolling average enrollment of 12 students is reached.

**Duration of the program**

- *Total Credit Hours:* A minimum of 40 semester credit hours will be required.
- *Length of Time for Completion:* The curriculum is designed to be completed in five terms initiating in autumn of year 1 (AuY1) and culminating in spring of year 2 (SpY2). Students can begin early by enrolling in their research laboratory rotation course during the summer term prior to AuY1.

**Primary target audience for the program and admission requirements**

The program consists of five terms of 8 credit hours each, delivered on campus with a required research-based component. The primary target audience is projected to be students with proximity and availability to the Columbus campus during daytime hours, Monday-Friday. Although the program is formally full-time at 8 credit hours per term, it is conceivable that a student may have time to maintain part-time employment while pursuing the degree. Students accepted to the program would be expected to hold a bachelor's degree in the biological sciences.

## APPENDIX LXXX

**The Ohio State University Board of Trustees  
Academic Affairs & Student Life Committee  
May 19, 2021**

**Topic:**

Amendments to the *Rules of the University Faculty*

**Context:**

The University Senate has recommended revisions to the *Rules of the University Faculty* to address two topics:

**1. Clarify existing non-mandatory review procedures for both probationary and tenured faculty – 3335-6-04(A)(3)**

The new language:

- 1) specifies how often a probationary faculty may request to be considered for a non-mandatory review,
- 2) addresses implications of a negative outcome in a probationary non-mandatory review, and
- 3) states how often a tenured faculty member may be denied permission to be considered for promotion.

**2. Establish consistent probationary contracts for clinical/teaching/practice faculty and set a maximum contract of eight years for clinical/teaching/practice professors – 3335-7-07**

- Currently, contracts for probationary clinical/teaching/practice faculty include the possibility of three- and four-year contracts. The new language sets the length of the initial probationary contract for all clinical/teaching/practice faculty members at five years.
  - Contract lengths of less than five years have proven insufficient for parties on all sides of the review process to establish a full and complete record for review.
  - Options for early non-mandatory review currently exist for clinical/teaching/practice faculty when the full five years in probationary status is not needed.
- Additionally, second and subsequent contracts for clinical/teaching/practice professors now can be up to eight years (and no less than three years). Second and subsequent contracts for clinical/teaching/practice assistant and associate professors are limited to three to five years.

**3335-6-04 Promotion and tenure review procedures for tenure-track faculty.**

- (A)(3) The review for tenure during the final year of a probationary period is mandatory and must take place. A probationary faculty member may ask to be considered for nonmandatory promotion and tenure review at any time. ~~or for promotion review at any time~~; However, the tenure initiating unit promotion and tenure committee may deny a probationary nonmandatory review every year up to the candidate's mandatory year. ~~decline to put forth a faculty member for formal nonmandatory promotion and tenure review or promotion review if the candidate's accomplishments are judged not to warrant such review. The promotion and tenure committee may not deny a tenured faculty member a formal review for promotion more than one year.~~ If a probationary nonmandatory review is allowed and the outcome is negative, the candidate continues at the rank they held at the start of the review. If a probationary mandatory review outcome is negative, the candidate's employment ends. Exclusions of time from a probationary period are allowed under 3335-6-03(D) and the expectations for productivity must be independent of the duration of the probationary period. A tenured faculty member may request a promotion review at any time. However, the tenure initiating unit promotion and tenure committee may deny this request if the tenured faculty member's accomplishments are judged not to warrant such review. The promotion and tenure committee may deny a tenured faculty member's request for promotion review only once. If the review is allowed and the outcome is negative, the tenured faculty member continues at the rank they held at the start of the review. This faculty member may continue at that rank indefinitely or request subsequent reviews that may not be denied.

**3335-7-07 Terms of Appointment.**

(A) ~~Contracts must be for a period of at least three years and for no more than five years.~~ The initial probationary contract for all clinical/teaching/practice faculty members must be for a period of five years. Second and subsequent contracts for clinical/teaching/practice assistant and associate professors must be for a period of at least three years and for no more than five years. Second and subsequent contracts for clinical/teaching/practice professors must be for a period of at least three years and no more than eight years.

(B) The initial contract is probationary, and a clinical/teaching/practice faculty member will be informed by the end of each probationary year as to whether ~~he or she~~ they will be reappointed for the following year. By the end of the ~~second to final~~ penultimate year of the probationary contract, the faculty member will be informed as to whether a new contract will be extended at the conclusion of the probationary contract period. In the event that a new contract is not extended, the final year of the probationary contract is the terminal year of employment. There is no presumption that a new contract will be extended. In addition, the terms of a contract may be renegotiated at the time of reappointment.

(C) During and until the end of the second and subsequent contract periods, clinical/teaching/practice faculty appointments may only be terminated for cause (see rule 3335-5-04 of the Administrative Code) or financial exigency (see rule 3335-5-02.1 of the Administrative Code) and the termination decision for either of these reasons shall result from procedures established by faculty rules. A contract may be renegotiated during a contract period only with the voluntary consent of the clinical/teaching/practice faculty member. By the end of the penultimate year of each contract period, the clinical/teaching/practice faculty member will be informed as to whether a new contract will be extended at the conclusion of the current contract period. If a new contract is not extended, the final year of the current contract is a terminal year of employment. There is no presumption that a new contract will be extended. The terms of a contract may be renegotiated at the time of reappointment.

(D) The standards of notice set forth in rule 3335-6-08 of the Administrative Code apply to clinical/teaching/practice faculty appointments.

### Honorary Degree Recipient Biographies

#### **Joyce Beatty:**

Congresswoman Joyce Beatty is a native Ohioan with a strong history of connecting people, policy and politics to make a difference. Since 2013, Beatty has proudly represented Ohio's Third Congressional District.



She sits on the exclusive House Committee on Financial Services and serves on two Subcommittees: Chair of Diversity and Inclusion, and Housing, Community Development and Insurance. The Financial Services Committee oversees the entire financial services industry, including the nation's banking, securities, insurance, and housing industries, as well as the work of the Federal Reserve, the United States Department of the Treasury and the United States Securities and Exchange Commission. As Chair of the Financial Services Subcommittee on Diversity and Inclusion, Beatty leads efforts to ensure the financial services industry works better for all Americans.

Prior to her service in the U.S. House of Representatives, Congresswoman Beatty was Senior Vice President of Outreach and Engagement at The Ohio State University and a member in the Ohio House of Representatives for five terms. During her tenure in the Ohio House, she rose to become the first female Democratic House Leader in Ohio's history and was instrumental in spearheading and enacting pieces of legislation to require financial literacy in Ohio's public-school curriculum, to expand STEM education, and to secure funds to help under- and uninsured women access breast and cervical cancer treatment.

Congresswoman Beatty has dedicated her life to helping make an impact by delivering results and through service to Central Ohio. Highlights include: \$30 million in federal funds to help launch a \$225 million revitalization project of Columbus' Near East Side; the \$40 million Smart City Challenge to transform Central Ohio's transportation network and make it safer, easier to use, and more reliable; more than \$3 million in federal funds to help Central Ohio youth at-risk of homelessness; \$4 million in federal funds to address Columbus' infant mortality rate—one of the highest in the nation—and another \$45 million to ensure more Ohio students can succeed in and outside the classroom.

In Congress, Beatty has had numerous pieces of legislation signed into law, including two measures to combat human trafficking, and another to empower college students to make more informed financial decisions. She also spearheaded legislation officially designating the National Veterans Memorial and Museum located in downtown Columbus, Ohio, as well as a bill to make the tax deduction permanent for out-of-pocket expenses paid by elementary and secondary teachers for supplies and expenses. Finally, her advocacy proved critical in enacting a law to help more stroke victims gain access to fast, high-quality care.

Congresswoman Beatty is Chair of the powerful Congressional Black Caucus, Region 10 designee on the Democratic Steering and Policy Committee, and is an influential member of the Democratic Seniors Task Force, Co-Chair of the Financial and Economic Literacy Caucus and Congressional Heart and Stroke Coalition, Deputy Vice-Chair of the Congressional Voting Rights Caucus, and founder of the Congressional Civility and Respect Caucus. Outside of her committee and numerous caucus memberships, Beatty is a committed and vocal supporter of early education, women's equality, concussion awareness, and the Office of Minority and Women Inclusion (OMWI), which seeks to increase the participation of women and minorities in all facets of the financial marketplace, among many other priorities.

A sought-after public speaker and the recipient of numerous awards, she was previously named one of Ebony Magazine's 150 most powerful African Americans in the United States. Congresswoman Beatty is active in The Links, Inc., Delta Sigma Theta Sorority, Inc., National Coalition of 100 Black Women, Columbus Urban League, The American Heart Association—where she previously served on the board—and numerous other organizations.

She received her Bachelor of Arts from Central State University, her Master of Science from Wright State University, and completed all requirements but her dissertation for a doctorate at the University of Cincinnati. Congresswoman Beatty has been awarded honorary doctorate degrees from Ohio Dominican University and Central State University, as well as an honorary juris doctor from Capital University Law School.

Congresswoman Beatty is married to attorney Otto Beatty, Jr. and a proud grandmother to Leah and Spencer, who lovingly call her "Grammy."

**Jamie Dimon:**

James "Jamie" Dimon has served as Chairman of the Board of JPMorgan Chase since December 31, 2006, and Chief Executive Officer since December 31, 2005. He had been President from 2004 until 2018 and Chief Operating Officer from 2004 until 2005, following JPMorgan Chase's merger with Bank One Corporation. At Bank One, he was Chairman and Chief Executive Officer from March 2000 to July 2004. Before joining Bank One, Mr. Dimon held a wide range of executive roles at Citigroup Inc., the Travelers Group, Commercial Credit Company and American Express Company.



Mr. Dimon is on the Board of Directors of Harvard Business School and Catalyst; a Board Member of the Business Roundtable; and a member of The Business Council. He is also on the Board of Trustees of New York University School of Medicine. Mr. Dimon does not serve on the board of any publicly traded company other than JPMorgan Chase.

Mr. Dimon was born in New York City, one of three sons of Greek immigrants Theodore and Themis (née Kalos) Dimon and attended The Browning School. Mr. Dimon's father and grandfather were both stockbrokers at Shearson, the family name of a series of investment banking and retail brokerage firms in operation from 1902 until 1994.

Mr. Dimon majored in psychology and economics at Tufts University, where he graduated summa cum laude. At Tufts, he wrote an essay on Shearson mergers; his mother sent the paper to Sandy Weill, a former head of Citigroup, who hired Mr. Dimon to work at Shearson doing budgets during one summer break. After graduating, Mr. Dimon worked in management consulting for two years before enrolling at Harvard Business School. During the summer at Harvard, he worked at Goldman Sachs. He graduated in 1982, earning an MBA as a Baker Scholar.

**Ellen Ochoa:**

Dr. Ellen Ochoa, a veteran astronaut, was the 11th director of the Johnson Space Center (JSC). She was the JSC's first Hispanic director and its second female director. Her previous management roles include Deputy Center Director and Director of Flight Crew Operations.



Dr. Ochoa joined NASA in 1988 as a research engineer at Ames Research Center and moved to the Johnson Space Center in 1990 when she was selected as an astronaut. She became the first Hispanic woman to go to space when she served on the nine-day STS-56 mission aboard the space shuttle Discovery in 1993. She has flown in space four times, including STS-66, STS-96 and STS-110, logging nearly 1,000 hours in orbit.

Born in California, Dr. Ochoa earned a bachelor's degree in physics from San Diego State University and a master's degree and doctorate in electrical engineering from Stanford University. As a research engineer at Sandia National Laboratories and NASA Ames Research Center, Dr. Ochoa investigated optical systems for performing information processing. She is a co-inventor on three patents and author of several technical papers.

Dr. Ochoa has been recognized with NASA's highest award, the Distinguished Service Medal, and the Presidential Distinguished Rank Award for senior executives in the federal government. She has received many other awards and is especially honored to have six schools named for her. She is a Fellow of the American Association for the Advancement of Science (AAAS) and the American Institute of Aeronautics and Astronautics (AIAA), serves on several boards, and chairs the Nomination Evaluation Committee for the National Medal of Technology and Innovation.

She is married to Coe Miles, an intellectual property attorney. They have two sons.

## APPENDIX LXXXII

The Ohio State University  
Board of Trustees

May 19, 2021

### Appointments/Reappointments of Chairpersons

\*\*MARY ANNE BEECHER, Chair, Department of Design, effective July 1, 2021 through June 30, 2022

\*\*MARK A. BENDER, Chair, Department of East Asian Languages and Literatures, effective June 1, 2021 through June 30, 2025

\*\*KRISTINA BOONE, Director, Ohio Agricultural Technical Institute, effective April 1, 2021 through June 30, 2025

ANGELA BRINTLINGER, Interim Chair, Department of Slavic and East European Languages and Cultures, effective July 1, 2021 through June 30, 2022

BRYAN CARSTENS, Chair, Department of Evolution, Ecology and Organismal Biology, effective July 1, 2022 through June 30, 2026

KURT FREDRICK, Chair, Department of Microbiology, effective July 1, 2021 through June 30, 2025

JOHN HORACK, Interim Director, Center for Aviation Studies, effective March 1, 2021 through August 31, 2023

\*\*ANTHONY KALDELLIS, Chair, Department of Classics, effective July 1, 2021 through June 30, 2025

\*\*ALLISON A. MACKAY, Chair, Department of Civil Environmental and Geodetic Engineering, effective June 1, 2021 through May 31, 2025

JULIE P. MARTIN, Acting Chair, Department of Engineering Education, effective February 25, 2021 through April 7, 2021

SHALINA NAIR, Interim Chair, Department of Family Medicine, effective March 1, 2021 through June 30, 2022

\*\*FARHANG POURBOGHRAT, Chair, Department of Integrated Systems Engineering, effective June 1, 2021 through May 31, 2025

\*E.J. WESTLAKE, Chair, Department of Theatre, Film, and Media Arts, effective July 1, 2021 through June 30, 2025

JENNIFER WILLGING, Interim Chair, Department of French and Italian, effective July 1, 2021 through June 30, 2022

\*\*Reappointment

\*New Hire

### Extensions of Chairpersons

EUGENIA COSTA-GIOMI, Interim Director, School of Music, effective July 1, 2021 through June 30, 2022

JOHN V. FREUDENSTEIN, Chair, Department of Evolution, Ecology and Organismal Biology, effective July 1, 2021 through June 30, 2022

SCOTT LEVI, Interim Chair, Department of Near Eastern Languages and Cultures, effective July 1, 2021 through June 30, 2022

Faculty Professional Leaves

JONI ACUFF, Associate Professor, Department of Arts Administration, Education and Policy, effective Spring 2022

AMNA A. AKBAR, Associate Professor, Moritz College of Law, effective Autumn 2021

BARBARA L. ANDERSEN, Professor, Department of Psychology, effective Spring 2022

JULIA F. ANDREWS, Distinguished University Professor, Department of History of Art, effective Autumn 2021 and Spring 2022

IRINA ARTSIMOVITCH, Professor, Department of Microbiology, effective Spring 2022

ARVED ASHBY, Professor, School of Music, effective Autumn 2021

ROGER W. BEEBE, Professor, Department of Art, effective Autumn 2021 and Spring 2022

PAUL E. BELLAIR, Professor, Department of Sociology, effective Autumn 2021

JANET A. BEST, Professor, Department of Mathematics, effective Autumn 2021

SPYRIDON BLANAS, Associate Professor, Department of Computer Science and Engineering, effective Spring 2022

HOLLIE NYSETH BREHM, Associate Professor, Department of Sociology, effective Autumn 2021 and Spring 2022

RAFAEL P. BRUSCHWEILER, Professor, Department of Chemistry and Biochemistry, effective Autumn 2021

BRUNO CABANES, Professor, Department of History, effective Spring 2022

LINDA CARPENTER, Associate Professor, Department of Physics, effective Autumn 2021

OKSANA A. CHKREBTHI, Associate Professor, Department of Statistics, effective Autumn 2021 and Spring 2022

ANN D. CHRISTY, Professor, Department of Engineering Education, effective Spring 2022

SARAH R. COLE, Professor, Moritz College of Law, effective Spring 2022

ANN E. COOK, Associate Professor, School of Earth Sciences, effective Autumn 2021 and Spring 2022

JUSTIN D'ARMS, Professor, Department of Philosophy, effective Autumn 2021 and Spring 2022

MICHAEL W. DAVIS, Professor, Department of Mathematics, effective Autumn 2021

RACHEL E. DWYER, Professor, Department of Sociology, effective Spring 2022

PATRICIA E. ENCISO, Professor, Department of Teaching and Learning, effective Spring 2022

NANCY ETTLINGER, Professor, Department of Geography, effective Spring 2022

AMANDA FOX, Associate Professor, Department of Theatre, effective Autumn 2021

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MARYAM GHAZISAEIDI, Associate Professor, Department of Materials Science and Engineering, effective Autumn 2021 and Spring 2022

JOSHUA E. GOLDBERGER, Professor, Department of Chemistry and Biochemistry, effective Autumn 2021 and Spring 2022

ANDREA G. GROTTOLI, Professor, School of Earth Sciences, effective Autumn 2021 and Spring 2022

ILYA A. GRUZBERG, Professor, Department of Physics, effective Autumn 2021 and Spring 2022

DEBBIE GUATELLI-STEINBERG, Professor, Department of Anthropology, effective Autumn 2021

PETER L. HAHN, Professor and Dean, Department of History, effective Autumn 2021

YANA HASHAMOVA, Professor, Department of Slavic and East European Languages and Cultures, effective Spring 2022

DANA L. HAYNIE, Professor, Department of Sociology, effective Autumn 2021

SARAH-GRACE HELLER, Associate Professor, Department of French and Italian, effective Spring 2022

W.S. WINSTON HO, Professor, Department of Chemical and Biomolecular Engineering, effective Spring 2022

MARK HUBBE, Professor, Department of Anthropology, effective Autumn 2021

JINWOO HWANG, Associate Professor, Department of Materials Science and Engineering, effective Autumn 2021

CHRISTOPHER A. JONES, Professor, Department of English, effective Spring 2022

ANTHONY KALDELLIS, Professor, Department of Classics, effective Autumn 2021

MERRILL KAPLAN, Associate Professor, Department of English, effective Autumn 2021 and Spring 2022

SILVIA KNOBLOCH-WESTERWICK, Professor, Department of Communication, effective Spring 2022

HANNAH KOSSTRIN, Associate Professor, Department of Dance, effective Autumn 2021 and Spring 2022

ADRIAN LAM, Associate Professor, Department of Mathematics, effective Autumn 2021 and Spring 2022

KATHRYN M. LENZ, Associate Professor, Department of Psychology, effective Spring 2022

CAROLINA LOPEZ-RUIZ, Professor, Department of Classics, effective Autumn 2021

AIHUA (ALAN) LUO, Professor, Department of Materials Science and Engineering, effective Spring 2022

DAVID W. MCCOMB, Professor, Department of Materials Science and Engineering, effective Autumn 2021 and Spring 2022

BENJAMIN L. MCKEAN, Associate Professor, Department of Political Science, effective Autumn 2021 and Spring 2022

IRIS MEIER, Professor, Department of Molecular Genetics, effective Spring 2022

May 18-20, 2021, Board of Trustees Meetings

The Ohio State University  
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CHRIS L. MILLER, Professor, Department of Mathematics, effective Autumn 2021 and Spring 2022

KORITHA MITCHELL, Associate Professor, Department of English, effective Autumn 2021 and Spring 2022

JENNIFER MITZEN, Associate Professor, Department of Political Science, effective Autumn 2021

ALVARO MONTENEGRO, Associate Professor, Department of Geography, effective Autumn 2021 and Spring 2022

DAVID A. NAGIB, Associate Professor, Department of Chemistry and Biochemistry, effective Autumn 2021 and Spring 2022

HOLLY J. NIBERT, Associate Professor, Department of Spanish and Portuguese, effective Autumn 2021 and Spring 2022

DOROTHY NOYES, Professor, Department of English, effective Spring 2022

SEAN L. O'SULLIVAN, Associate Professor, Department of English, effective Spring 2022

HAY-OAK PARK, Professor, Department of Molecular Genetics, effective Spring 2022

JAN H. PIERSKALLA, Associate Professor, Department of Political Science, effective Autumn 2021

ELAINE B. RICHARDSON, Professor, Department of Teaching and Learning, effective Autumn 2021

COSMIN S. ROMAN, Associate Professor, Department of Mathematics, effective Spring 2022

DAKOTA S. RUDESILL, Associate Professor, Moritz College of Law, effective Spring 2022

AUDREY H. SAWYER, Associate Professor, School of Earth Sciences, effective Autumn 2021

DEREK E. SAWYER, Associate Professor, School of Earth Sciences, effective Autumn 2021 and Spring 2022

ANDREA SERRANI, Professor, Department of Electrical and Computer Engineering, effective Spring 2022

ODED SHENKAR, Professor, Department of Management and Human Resources, effective Spring 2022

PATRICIA SIEBER, Associate Professor, Department of East Asian Languages and Literatures, effective Autumn 2021

MICHAEL D. SLATER, Professor, Department of Communication, effective Spring 2022

LAUREN SQUIRES, Associate Professor, Department of English, effective Spring 2022

MYTHELI SREENIVAS, Associate Professor, Department of History, effective Spring 2022

BRAD STEINMETZ, Associate Professor, Department of Theatre, effective Spring 2022

INES VALDEZ TAPPATA, Associate Professor, Department of Political Science, effective Autumn 2021 and Spring 2022

FRANCIS J. TROYAN, Associate Professor, Department of Teaching and Learning, effective Spring 2022

## May 18-20, 2021, Board of Trustees Meetings

The Ohio State University  
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HUGH B. URBAN, Professor, Department of Comparative Studies, effective Autumn 2021 and Spring 2022

MATTIJS J. VAN MAASAKKERS, Assistant Professor, Knowlton School of Architecture, effective Autumn 2021 and Spring 2022

ISAAC A. WEINER, Associate Professor, Department of Comparative Studies, effective Spring 2022

ALEXANDER E. WENDT, Professor, Department of Political Science, effective Autumn 2021

SAMUEL A. WHITE, Associate Professor, Department of History, effective Autumn 2021 and Spring 2022

DAVID B. WILLIAMS, Professor, Department of Materials Science and Engineering, effective May 1, 2021 for one year

WOLFGANG WINDL, Professor, Department of Materials Science and Engineering, effective Autumn 2021 and Spring 2022

DAVID W. WOOD, Professor, Department of Chemical and Biomolecular Engineering, effective Autumn 2021

HUANXING YANG, Professor, Department of Economics, effective Spring 2022

WEI ZHANG, Professor, Department of Materials Science and Engineering, effective Autumn 2021

YUNZHANG ZHU, Associate Professor, Department of Statistics, effective Autumn 2021 and Spring 2022

### Emeritus Titles

JAMES N. ALLEN, Department of Internal Medicine, with the title of Professor Emeritus-Clinical, effective May 1, 2021

JOHN CARDINA, Department of Horticulture and Crop Science, with the title of Professor Emeritus, effective April 1, 2021

JAMES A. CHATFIELD, Department of Extension, with the title of Associate Professor Emeritus, effective March 1, 2021

ELIZABETH COOK, Department of Physical Medicine and Rehabilitation, with the title of Assistant Professor Emeritus-Clinical, effective February 16, 2018

JOHN J. FINER, Department of Horticulture and Crop Science, with the title of Professor Emeritus, effective June 2, 2021

SAMUEL J. KIEHL, III, Department of Emergency Medicine, with the title of Professor Emeritus-Clinical, effective July 1, 2021

YUJI KODAMA, Department of Mathematics, with the title of Professor Emeritus, effective August 1, 2021

ALAN S. LITSKY, Department of Orthopaedics, with the title of Associate Professor Emeritus, effective June 1, 2021

REBECCA J. MCCAULEY, Department of Speech and Hearing Science, with the title of Professor Emeritus, effective August 15, 2021

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LUCINDA B. MILLER, Department of Extension, with the title of Assistant Professor Emeritus, effective February 1, 2021

JAN RADZYNSKI, School of Music, with the title of Professor Emeritus, effective June 1, 2021

PATRICK S. VACCARO, Department of Surgery, with the title of Professor Emeritus-Clinical, effective July 1, 2021

DAVID E. WALLIN, Department of Accounting and Management Information Systems, with the title of Associate Professor Emeritus, effective May 15, 2021

Promotion, Tenure, and Reappointments

**COLLEGE OF THE ARTS AND SCIENCES**

**DIVISION OF ART AND HUMANITIES**

PROMOTION TO PROFESSOR

Al-Jallad, Ahmad, Near Eastern Languages and Cultures, May 19, 2021

Crosby, Sara, Marion, English, May 19, 2021

Deo, Ashwini, Linguistics, May 19, 2021

Hewitt, Elizabeth, English, May 19, 2021

Lang, Susan, English, May 19, 2021

Mitchell, Koritha, English, May 19, 2021

Sessa, Kristina, History, May 19, 2021

White, Samuel, History, May 19, 2021

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Bond, Elizabeth, History, May 19, 2021

Curley, Melissa, Comparative Studies, May 19, 2021

Jackson, Marcus, English, May 19, 2021

Roberts, Daniel, Dance, May 19, 2021

Thorne, Jared, Art, May 19, 2021

White, Nick, English, May 19, 2021

TENURE [AT THE CURRENT RANK OF ASSOCIATE PROFESSOR]

Proulx, Sebastien, Design, May 19, 2021

**DIVISION OF NATURAL AND MATHEMATICAL SCIENCES**

PROMOTION TO PROFESSOR

Co, Anne, Chemistry and Biochemistry, May 19, 2021

Darrah, Thomas, School of Earth Sciences, May 19, 2021

Gupta, Jay, Physics, May 19, 2021

Hummon, Amanda, Chemistry and Biochemistry, May 19, 2021

Tien, Joseph, Mathematics, May 19, 2021

Xing, Yulong, Mathematics, May 19, 2021

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Boveia, Antonio, Physics, May 19, 2021

Lindert, Steffen, Chemistry and Biochemistry, May 19, 2021

Lopez, Laura, Astronomy, May 19, 2021

Mixon, Dustin, Mathematics, May 19, 2021

Orban, Christopher, Physics, Marion, May 19, 2021

Singh, Guramrit, Molecular Genetics, May 19, 2021

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Sinnott, Jennifer, Statistics, May 19, 2021  
Stamatikos, Michael, Newark, Physics, May 19, 2021  
Taylor, Krystal, Mathematics, May 19, 2021

**DIVISION OF SOCIAL AND BEHAVIORAL SCIENCES**

PROMOTION TO PROFESSOR

Bielefeld, Eric, Speech and Hearing Science, May 19, 2021  
Brunell, Amy, Mansfield, Psychology, May 19, 2021  
Libby, Lisa, Psychology, May 19, 2021  
Prakash, Ruchika, Psychology, May 19, 2021  
Reczek, Corinne, Sociology, May 19, 2021

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Bae, Youkyung, Speech and Hearing Science, May 19, 2021  
Coutellier, Laurence, Psychology, May 19, 2021  
Hayes, Jasmeet, Psychology, May 19, 2021  
Hayes, Scott, Psychology, May 19, 2021  
Pek, Jolynn, Psychology, May 19, 2021  
Robinson, Chris, Newark, Psychology, May 19, 2021  
Sawicki, Vanessa, Marion, Psychology, May 19, 2021  
Schoon, Eric, Sociology, May 19, 2021  
Wagner, Dylan, Psychology, May 19, 2021  
Walton, Katherine, Psychology, May 19, 2021

**DIVISION OF SOCIAL AND BEHAVIORAL SCIENCES  
CLINICAL**

PROMOTION TO ASSOCIATE PROFESSOR-CLINICAL AND REAPPOINTMENT

Sonntag, Amy, Speech and Hearing, May 19, 2021, and September 1, 2022

**COLLEGE OF DENTISTRY**

PROMOTION TO PROFESSOR

Robinson, Fonda, May 19, 2021

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Foster, Brian, May 19, 2021  
Lee, Damian, May 19, 2021

**COLLEGE OF DENTISTRY  
CLINICAL**

PROMOTION TO PROFESSOR-CLINICAL

Heshmati, Reza, May 19, 2021

REAPPOINTMENT

Chien, Hua-Hong, September 1, 2022  
Cornelius, Bryant, September 1, 2022  
Fischbach, Henry, September 1, 2022  
Mendel, Debra, September 1, 2022

**COLLEGE OF EDUCATION AND HUMAN ECOLOGY**

PROMOTION TO PROFESSOR

Correia, Ana-Paula, Educational Studies, May 19, 2021  
Feng, Xin, Human Sciences Administration, May 19, 2021  
Lee, Hea-Jin, Teaching and Learning, Lima, May 19, 2021  
Piasta, Shayne, Teaching and Learning, May 19, 2021

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Hanks, Andrew, Human Sciences Administration, May 19, 2021  
Hikida, Michiko, Teaching and Learning, May 19, 2021  
Jones, Lauren, Human Sciences Administration, May 19, 2021  
Liu, Stephanie, Human Sciences Administration, May 19, 2021

**COLLEGE OF EDUCATION AND HUMAN ECOLOGY  
CLINICAL**

REAPPOINTMENT

Hillery, Julie, Human Sciences Administration, September 1, 2022  
Miller, Dustin, Educational Studies, September 1, 2022

**COLLEGE OF ENGINEERING**

PROMOTION TO PROFESSOR WITH TENURE

Howard, Ayanna, Electrical and Computer Engineering, effective February 23, 2021  
Wang, Grace, Materials Science and Engineering, effective March 1, 2021

PROMOTION TO PROFESSOR

Athreya, Kannan, Computer Science and Engineering, May 19, 2021  
Bayraksan, Guzin, Integrated Systems Engineering, May 19, 2021  
Canova, Marcello, Mechanical and Aerospace Engineering, May 19, 2021  
Castro, Carlos, Mechanical and Aerospace Engineering, May 19, 2021  
Khalil, Waleed, Electrical and Computer Engineering, May 19, 2021  
Lara, Jesus, Knowlton School of Architecture, May 19, 2021  
Lin, Zhiqiang, Computer Science and Engineering, May 19, 2021  
Powell, Heather, Materials Science Engineering, May 19, 2021  
Teodorescu, Mircea-Radu, Computer Science and Engineering, May 19, 2021  
Wenger, Rephael, Computer Science and Engineering, May 19, 2021

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Dannemiller, Karen, Civil, Environmental and Geodetic Engineering, May 19, 2021  
Gallego Perez, Daniel, Biomedical Engineering, May 19, 2021  
Grassman, Tyler, Materials Science Engineering, May 19, 2021  
Qin, Rongjun, Civil, Environmental and Geodetic Engineering, May 19, 2021  
Van Maasakkers, Mattijs, Knowlton School of Architecture, May 19, 2021  
Zhang, Julia, Electrical and Computer Engineering, May 19, 2021

PROMOTION TO ASSOCIATE PROFESSOR WITHOUT TENURE

Guo, Liang, Electrical and Computer Engineering, May 19, 2021

TENURE AT THE CURRENT RANK OF ASSOCIATE PROFESSOR

Groeber, Michael, Integrated Systems Engineering, May 19, 2021

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**COLLEGE OF ENGINEERING  
CLINICAL**

PROMOTION TO ASSOCIATE PROFESSOR-CLINICAL

Massari, Anthony, Civil, Environmental and Geodetic Engineering, May 19, 2021

PROMOTION TO ASSOCIATE PROFESSOR-CLINICAL AND REAPPOINTMENT

Stiner-Jones, La'Tonia, Biomedical Engineering, May 19, 2021, and September 1, 2022

REAPPOINTMENT

Chapman, Gregg, Electrical and Computer Engineering, August 15, 2020

Maxson, Andrew, Chemical and Biomolecular Engineering, June 1, 2020

Sims, Tameka, Knowlton School of Architecture, August 15, 2020

**COLLEGE OF ENGINEERING  
RESEARCH**

PROMOTION TO RESEARCH ASSOCIATE PROFESSOR

Nahar, Niru, Electrical and Computer Engineering, May 19, 2021

REAPPOINTMENT

Yardim, Caglar, Electrical and Computer Engineering, October 1, 2020

**MAX M. FISHER COLLEGE OF BUSINESS**

PROMOTION TO PROFESSOR

Van Buskirk, Andrew, Accounting and Management Information Systems, May 19, 2021

**MAX M. FISHER COLLEGE OF BUSINESS  
CLINICAL**

REAPPOINTMENT

Bailey, Roger, Marketing and Logistics, August 15, 2022

Pirim, Birsal, Finance, August 15, 2022

**COLLEGE OF FOOD, AGRICULTURAL AND ENVIRONMENTAL SCIENCES**

PROMOTION TO PROFESSOR

Jepsen, Shelly, Food, Agricultural and Biological Engineering, May 19, 2021

Katchova, Ani, Agricultural, Environmental and Development Economics, May 19, 2021

McHale, Leah, Horticulture and Crop Science, May 19, 2021

Mercer, Kristin, Horticulture and Crop Science, May 19, 2021

Sullivan, Mazeika, School of Environment and Natural Resources, May 19, 2021

Toman, Eric, School of Environment and Natural Resources, May 19, 2021

Wilkins, Jacqueline, Extension, November 1, 2020

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Blair, Kirk, Extension, May 19, 2021

Davies, Gwilym, School of Environment and Natural Resources, May 19, 2021

Epley, Hannah, Extension, May 19, 2021

Garcia, Lyda, Animal Sciences, May 19, 2021

Inwood, Shoshanah, School of Environment and Natural Resources, May 19, 2021

Ivey, Melanie, Plant Pathology, May 19, 2021

Jacquet, Jeffrey, School of Environment and Natural Resources, May 19, 2021

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Kalcic, Margaret, Food, Agricultural and Biological Engineering, May 19, 2021  
Lee, Chanhee, Animal Sciences, May 19, 2021  
Lindsey, Alexander, Horticulture and Crop Science, May 19, 2021  
Relling, Alejandro, Animal Sciences, May 19, 2021  
Rodriguez, Mary, Agricultural Communication, Education and Leadership, May 19, 2021  
Tonra, Christopher, School of Environment and Natural Resources, May 19, 2021  
Xia, Ye, Plant Pathology, May 19, 2021

**COLLEGE OF FOOD, AGRICULTURAL AND ENVIRONMENTAL SCIENCES  
CLINICAL**

PROMOTION TO ASSOCIATE PROFESSOR-CLINICAL AND REAPPOINTMENT

George, Kelly, Animal Sciences, May 19, 2021, and September 1, 2022

REAPPOINTMENT

Filson, Caryn, Agricultural Communication, Education and Leadership, September 1, 2022

**COLLEGE OF LAW**

PROMOTION TO PROFESSOR

Akbar, Amna, May 19, 2021

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Choi, Bryan, May 19, 2021

**COLLEGE OF LAW  
CLINICAL**

PROMOTION TO ASSOCIATE PROFESSOR-CLINICAL

Conway, Olwyn, May 19, 2021

REAPPOINTMENT

Kelly, Katherine, September 1, 2022

**JOHN GLENN COLLEGE OF PUBLIC AFFAIRS**

PROMOTION TO PROFESSOR

Hassan, Russell, May 19, 2021  
Moulton, Stephanie, May 19, 2021

**COLLEGE OF MEDICINE**

PROMOTION TO PROFESSOR

Backes, Floor, Obstetrics and Gynecology, May 19, 2021  
Cassady, Kevin, Pediatrics, May 19, 2021  
Darragh, Amy, School of Health & Rehabilitation Sciences, May 19, 2021  
He, Shuman, Otolaryngology-Head and Neck Surgery, May 19, 2021  
Houston, Derek, Otolaryngology-Head and Neck Surgery, May 19, 2021  
Keim, Sarah, Pediatrics, May 19, 2021  
Lapalombella, Rosa, Internal Medicine, May 19, 2021  
Leonard, Julie, Pediatrics, May 19, 2021  
Lustberg, Maryam, Internal Medicine, May 19, 2021  
Norris Turner, Abigail, Internal Medicine, May 19, 2021

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Old, Matthew, Otolaryngology-Head and Neck Surgery, May 19, 2021  
Patterson, Emily, School of Health & Rehabilitation Sciences, May 19, 2021  
Perry, Kyle, Surgery, May 19, 2021

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Becknell, Michael, Pediatrics, May 19, 2021  
Cruz-Monserrate, Zobeida, Internal Medicine, May 19, 2021  
Kopp, Benjamin, Pediatrics, May 19, 2021  
Wen, Haitao, Microbial Infection and Immunity, May 19, 2021

PROMOTION TO ASSOCIATE PROFESSOR (WITHOUT TENURE)

Bradley, David, Internal Medicine, May 19, 2021  
Liebner, David, Internal Medicine, May 19, 2021  
Muszynski, Jennifer, Pediatrics, May 19, 2021

**COLLEGE OF MEDICINE  
CLINICAL**

PROMOTION TO PROFESSOR-CLINICAL

Adkins, Eric, Emergency Medicine, May 19, 2021  
Bourekas, Eric, Radiology, May 19, 2021  
Gafford, Ellin, Internal Medicine, May 19, 2021  
Houmsse, Mahmoud, Internal Medicine, May 19, 2021  
Hu, Ling-Qun, Anesthesiology, May 19, 2021  
Khan, Safdar, Orthopaedics, May 19, 2021  
King, Mark, Radiology, May 19, 2021  
Lee, Anthony, Pediatrics, May 19, 2021  
O'Donnell, Lynn, Internal Medicine, May 19, 2021  
Sergakis, Georgianna, School of Health & Rehabilitation Sciences, May 19, 2021  
Stein, Erica, Anesthesiology, May 19, 2021  
Stukus, David, Pediatrics, May 19, 2021  
Tartaglia, Kimberly, Internal Medicine, May 19, 2021

PROMOTION TO PROFESSOR-CLINICAL AND REAPPOINTMENT

Afzali, Anita, Internal Medicine, May 19, 2021, and September 1, 2022  
Aldrink, Jennifer, Surgery, May 19, 2021, and September 1, 2022  
Arnold, William, Neurology, May 19, 2021, and September 1, 2022  
Balada-Llasat, Joan-Miquel, Pathology, May 19, 2021, and September 1, 2022  
Brodsky, Sergey, Pathology, May 19, 2021, and September 1, 2022  
Diefenbach, Karen, Surgery, May 19, 2021, and September 1, 2022  
Iwenofu, Obiajulu, Pathology, May 19, 2021, and September 1, 2022  
Kostyk, Sandra, Neurology, May 19, 2021, and September 1, 2022  
Krishna, Somashekar, Internal Medicine, May 19, 2021, and September 1, 2022  
Merritt, Robert, Surgery, May 19, 2021, and September 1, 2022  
Pierson, Christopher, Pathology, May 19, 2021, and September 1, 2022  
Suarez, Adrian, Pathology, May 19, 2021, and September 1, 2022

PROMOTION TO ASSOCIATE PROFESSOR-CLINICAL AND REAPPOINTMENT

Apke, Tonya, School of Health & Rehabilitation Sciences, May 19, 2021, and September 1, 2022  
Balta, Joy, Biomedical Education and Anatomy, May 19, 2021, and September 1, 2022  
Boucher, Laura, School of Health & Rehabilitation Sciences, May 19, 2021, and September 1, 2022  
Chen, Wei, Pathology, May 19, 2021, and September 1, 2022  
Chung, Catherine, Pathology, May 19, 2021, and September 1, 2022  
Gandhi, Bela, Psychiatry and Behavioral Health, May 19, 2021, and September 1, 2022  
Grignol, Valerie, Surgery, May 19, 2021, and September 1, 2022  
Hansen-Moore, Jennifer, Pediatrics, May 19, 2021, and September 1, 2022

Malhotra, Prashant, Otolaryngology-Head and Neck Surgery, May 19, 2021, and September 1, 2022  
McNally, Kelly, Pediatrics, May 19, 2021, and September 1, 2022  
Mihalik, Barbara, Ophthalmology and Visual Science, May 19, 2021, and September 1, 2022  
Norton, Kavitha, Internal Medicine, May 19, 2021, and September 1, 2022  
Park, Ariane, Neurology, May 19, 2021, and September 1, 2022  
Reeves, Kevin, Psychiatry and Behavioral Health, May 19, 2021, and September 1, 2022  
Reshmi, Shalini, Pathology, May 19, 2021, and September 1, 2022  
Rivlin, Katherine, Obstetrics and Gynecology, May 19, 2021, and September 1, 2022  
Thakkar, Rajan, Surgery, May 19, 2021, and September 1, 2022  
Traugott, Amber, Surgery, May 19, 2021, and September 1, 2022  
Trinidad, John, Internal Medicine, May 19, 2021, and September 1, 2022  
Walz, Patrick, Otolaryngology-Head and Neck Surgery, May 19, 2021, and September 1, 2022  
Yanoga, Fatoumata, Ophthalmology and Visual Science, May 19, 2021, and September 1, 2022

PROMOTION TO ASSOCIATE PROFESSOR-CLINICAL

Ayoub, Isabelle, Internal Medicine, May 19, 2021  
Bapat, Roopall, Pediatrics, May 19, 2021  
Bhat, Seema, Internal Medicine, May 19, 2021  
Bode, Sara, Pediatrics, May 19, 2021  
Boulter, Daniel, Radiology, May 19, 2021  
Box, Geoffrey, Urology, May 19, 2021  
Brammer, Jonathan, Internal Medicine, May 19, 2021  
Brownlowe, Katherine, Psychiatry and Behavioral Health, May 19, 2021  
Burgoon, Jennifer, Biomedical Education and Anatomy, May 19, 2021  
Conroy, Mark, Emergency Medicine, May 19, 2021  
Cvetanovich, Gregory, Orthopaedics, May 19, 2021  
Duggirala, Vijay, Internal Medicine, May 19, 2021  
Fernandez-Faith, Esteban, Pediatrics, May 19, 2021  
Ghalib, Luma, Internal Medicine, May 19, 2021  
Goist, Kevin, Internal Medicine, May 19, 2021  
Gordish, Deborah, Internal Medicine, May 19, 2021  
Grischkan, Jonathan, Otolaryngology-Head and Neck Surgery, May 19, 2021  
Guinipero, Terri, Pediatrics, May 19, 2021  
Hickey, Scott, Pediatrics, May 19, 2021  
Honegger, Jonathan, Pediatrics, May 19, 2021  
Humphrey, Lisa, Pediatrics, May 19, 2021  
Indyk, Justin, Pediatrics, May 19, 2021  
Jonesco, Michael, Internal Medicine, May 19, 2021  
Julka, Abhishek, Orthopaedics, May 19, 2021  
Kale, Sachin, Internal Medicine, May 19, 2021  
Kallash, Mahmoud, Pediatrics, May 19, 2021  
Karsies, Todd, Pediatrics, May 19, 2021  
Kauffman, Emily, Emergency Medicine, May 19, 2021  
Konda, Bhavana, Internal Medicine, May 19, 2021  
Krishna, Rajeev, Psychiatry and Behavioral Health, May 19, 2021  
Lehman, Kristina, Internal Medicine, May 19, 2021  
Lustberg, Mark, Internal Medicine, May 19, 2021  
Malvestutto, Carlos, Internal Medicine, May 19, 2021  
Mascarenhas, Sheryl, Internal Medicine, May 19, 2021  
Meng, Shumei, Internal Medicine, May 19, 2021  
Mitzman, Jennifer, Emergency Medicine, May 19, 2021  
Neltner, Kurt, Emergency Medicine, May 19, 2021  
Nguyen, Xuan, Radiology, May 19, 2021  
Oettgen, Anne Barbara, Pediatrics, May 19, 2021  
Ostendorf, Adam, Pediatrics, May 19, 2021  
Palmer, Joshua, Radiation Oncology, May 19, 2021

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Pannu, Sonal, Internal Medicine, May 19, 2021  
Patel, Mitva, Radiology, May 19, 2021  
Prats, Michael, Emergency Medicine, May 19, 2021  
Prince, Benjamin, Pediatrics, May 19, 2021  
Prosek, Jason, Internal Medicine, May 19, 2021  
Quick, Allison, Radiation Oncology, May 19, 2021  
Reinbolt, Raquel, Internal Medicine, May 19, 2021  
Rogoski, John, Anesthesiology, May 19, 2021  
Rose, Melissa, Pediatrics, May 19, 2021  
Shakhhhalil, Ala, Pediatrics, May 19, 2021  
Valasek, Amy, Pediatrics, May 19, 2021  
VanDeusen, Jeffrey, Internal Medicine, May 19, 2021  
Vasileff, William, Orthopaedics, May 19, 2021  
Wells-Di Gregorio, Sharla, Internal Medicine, May 19, 2021  
Woollard, Jeffrey, Radiation Oncology, May 19, 2021

REAPPOINTMENT

Ackermann, Wiebke, Anesthesiology, September 1, 2022  
Allenby, Patricia, Pathology, September 1, 2022  
Almaani, Salem, Internal Medicine, September 1, 2022  
Anthony, Michael, Orthopaedics, September 1, 2022  
Audino, Anthony, Pediatrics, September 1, 2022  
Axelson, David, Psychiatry and Behavioral Health, September 1, 2022  
Balasubramanian, Gokulakrishnan, Internal Medicine, September 1, 2022  
Bali, Neetu, Pediatrics, September 1, 2022  
Bartram, Lindsay, Pediatrics, September 1, 2022  
Bassett, Ethan, Otolaryngology-Head and Neck Surgery, September 1, 2022  
Baylis, Adriane, Plastic Surgery, September 1, 2022  
Berlan, Elise, Pediatrics, September 1, 2022  
Bhatti, Salman, Internal Medicine, September 1, 2022  
Bhavnagri, Sharukh, Radiology, September 1, 2022  
Bignall II, Orville, Pediatrics, September 1, 2022  
Biller, Elizabeth, Pathology, September 1, 2022  
Bodin, Steven, Pediatrics, September 1, 2022  
Bondurant, Amber, Obstetrics and Gynecology, September 1, 2022  
Brundrett, Megan, Pediatrics, September 1, 2022  
Bryant, Richard, Anesthesiology, September 1, 2022  
Burdo-Hartman, Wendelin, Pediatrics, September 1, 2022  
Carmin, Cheryl, Psychiatry and Behavioral Health, September 1, 2022  
Carrillo, Sergio, Surgery, September 1, 2022  
Chen, Joyce, Psychiatry and Behavioral Health, September 1, 2022  
Cockerham, Sandra, Pediatrics, September 1, 2022  
Cohen, Daniel, Pediatrics, September 1, 2022  
Cripe, Linda, Pediatrics, September 1, 2022  
Cua, Clifford, Pediatrics, September 1, 2022  
Dalal, Poorvi, Internal Medicine, September 1, 2022  
Daloul, Reem, Internal Medicine, September 1, 2022  
Daniel, Megan, Pediatrics, September 1, 2022  
Daoud, Emile, Internal Medicine, September 1, 2022  
Dillhoff, Mary, Surgery, September 1, 2022  
Donald, Ryan, Internal Medicine, September 1, 2022  
Dotson, Jennifer, Pediatrics, September 1, 2022  
Drew, Mark, Microbial Infection and Immunity, September 1, 2022  
Dunlevy, Crystal, School of Health & Rehabilitation Sciences, September 1, 2022  
Ediger, Tracy, Pediatrics, September 1, 2022  
El Boghdady, Zeinab, Internal Medicine, September 1, 2022

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El-Ferzli, George, Pediatrics, September 1, 2022  
Emani, Sitaramesh, Internal Medicine, September 1, 2022  
Esguerra, Vincent, Internal Medicine, September 1, 2022  
Felder, Angela, Internal Medicine, September 1, 2022  
Flanigan, Matthew, Internal Medicine, September 1, 2022  
Fleming, Qian, Anesthesiology, September 1, 2022  
Freimer, Miriam, Neurology, September 1, 2022  
Fritz, Joel, Radiology, September 1, 2022  
Galantowicz, Mark, Surgery, September 1, 2022  
Gauntt, Jennifer, Pediatrics, September 1, 2022  
Giglio, Pierre, Neurology, September 1, 2022  
Goyal, Kanu, Orthopaedics, September 1, 2022  
Greco, Laurie, Family Medicine, September 1, 2022  
Grieco, Carmine, Biomedical Education and Anatomy, September 1, 2022  
Griffith, Brandy, Radiology, September 1, 2022  
Grossbach, Andrew, Neurological Surgery, September 1, 2022  
Gupta Basuray, Rakhi, Pediatrics, September 1, 2022  
Halling, Cecilie, Pediatrics, September 1, 2022  
Hart, Stephen, Pediatrics, September 1, 2022  
Harzman, Alan, Surgery, September 1, 2022  
Holland Wood, Aurelia, Pediatrics, September 1, 2022  
Hollander, Ephraim, Radiology, September 1, 2022  
Hoyle, Joseph, Neurology, September 1, 2022  
Huber, Catherine, Pediatrics, September 1, 2022  
Hummel, John, Internal Medicine, September 1, 2022  
Ilipilla, Geeta, Psychiatry and Behavioral Health, September 1, 2022  
Jacobson-Kelly, Amanda, Pediatrics, September 1, 2022  
Jain, Sonu, Plastic Surgery, September 1, 2022  
Johnson, Andrea, Internal Medicine, September 1, 2022  
Kane, Chelsea, Physical Medicine and Rehabilitation, September 1, 2022  
Kasick, David, Psychiatry and Behavioral Health, September 1, 2022  
Kataki, Maria, Neurology, September 1, 2022  
Kelly, Crystal, Internal Medicine, September 1, 2022  
Kisanuki, Yasushi, Neurology, September 1, 2022  
Kovalchin, John, Pediatrics, September 1, 2022  
Krivchenia, Katelyn, Pediatrics, September 1, 2022  
Kuntz, Kristin, Psychiatry and Behavioral Health, September 1, 2022  
Kuofie, Ivy, Internal Medicine, September 1, 2022  
Lara, Luis, Internal Medicine, September 1, 2022  
Lawrence, Alec, Anesthesiology, September 1, 2022  
Lee, Simon, Pediatrics, September 1, 2022  
Leonard, Jeffrey, Neurological Surgery, September 1, 2022  
Lewis, Kristen, Internal Medicine, September 1, 2022  
Li, Zaibo, Pathology, September 1, 2022  
Liao, Nancy, Pediatrics, September 1, 2022  
Linakis, Seth, Pediatrics, September 1, 2022  
Lindsey, David, Surgery, September 1, 2022  
Lipscomb, Eric, Anesthesiology, September 1, 2022  
Liscynesky, Christina, Internal Medicine, September 1, 2022  
Lloyd, Eric, Pediatrics, September 1, 2022  
Lloyd, Julia, Pediatrics, September 1, 2022  
Lovett, Marlina, Pediatrics, September 1, 2022  
Lozanski, Gerard, Pathology, September 1, 2022  
Lteif, Ghada, Psychiatry and Behavioral Health, September 1, 2022  
Lutmer, Jeffrey, Pediatrics, September 1, 2022  
Madhoun, Hareth, Internal Medicine, September 1, 2022

Mamilly, Leena, Pediatrics, September 1, 2022  
Massick, Susan, Internal Medicine, September 1, 2022  
Matrka, Laura, Otolaryngology-Head and Neck Surgery, September 1, 2022  
Mayerson, Joel, Orthopaedics, September 1, 2022  
McConnell, Erin, Internal Medicine, September 1, 2022  
McConnell, Patrick, Surgery, September 1, 2022  
McFarlane, Daniel, Internal Medicine, September 1, 2022  
Middelberg, Leah, Pediatrics, September 1, 2022  
Monson, Erik, Orthopaedics, September 1, 2022  
Moore, Jared, Internal Medicine, September 1, 2022  
Mukku, Sindhu, Internal Medicine, September 1, 2022  
Mumtaz, Khalid, Internal Medicine, September 1, 2022  
Mytinger, John, Pediatrics, September 1, 2022  
Napolitano, Jonathan, Physical Medicine and Rehabilitation, September 1, 2022  
Oas, John, Neurology, September 1, 2022  
Olcese, Vanessa, Neurological Surgery, September 1, 2022  
Olshefski, Randal, Pediatrics, September 1, 2022  
Otto, Bradley, Otolaryngology-Head and Neck Surgery, September 1, 2022  
Paul, Grace, Pediatrics, September 1, 2022  
Perry, Michael, Pediatrics, September 1, 2022  
Plotner, Alisha, Internal Medicine, September 1, 2022  
Polishchuk, Veronika, Pediatrics, September 1, 2022  
Pootrakul, Llana, Internal Medicine, September 1, 2022  
Quick, Adam, Neurology, September 1, 2022  
Quinn, Melissa, Biomedical Education and Anatomy, September 1, 2022  
Qunibi, Danna, Pediatrics, September 1, 2022  
Rabidoux, Paula, Psychiatry and Behavioral Health, September 1, 2022  
Rajpal, Saurabh, Internal Medicine, September 1, 2022  
Ramirez, Nilsa del Carmen, Pathology, September 1, 2022  
Ramtekkar, Ujjwal, Psychiatry and Behavioral Health, September 1, 2022  
Rangarajan, Hemalatha, Pediatrics, September 1, 2022  
Reber, Kristina, Pediatrics, September 1, 2022  
Reed, Suzanne, Pediatrics, September 1, 2022  
Reynolds, Harold, Physical Medicine and Rehabilitation, September 1, 2022  
Ristev, Goran, Anesthesiology, September 1, 2022  
Ristev, Sonia, Anesthesiology, September 1, 2022  
Roggenbuck, Jennifer, Internal Medicine, September 1, 2022  
Rood, Kara, Obstetrics and Gynecology, September 1, 2022  
Rose, Sean, Pediatrics, September 1, 2022  
Rowland, Daniel, Pediatrics, September 1, 2022  
Rudesill, Rebecca, Obstetrics and Gynecology, September 1, 2022  
Ryan, Patricia, Internal Medicine, September 1, 2022  
Samuels, Philip, Obstetrics and Gynecology, September 1, 2022  
Sasso, Uma, Anesthesiology, September 1, 2022  
Schamess, Andrew, Internal Medicine, September 1, 2022  
Scharre, Douglas, Neurology, September 1, 2022  
Schlegel, Amy, Pediatrics, September 1, 2022  
Schoenfield, Lynn, Pathology, September 1, 2022  
Seabrook, Ruth, Pediatrics, September 1, 2022  
Sevov, Claire, Internal Medicine, September 1, 2022  
Shana'ah, Arwa, Pathology, September 1, 2022  
Shihabuddin, Bashar, Pediatrics, September 1, 2022  
Shinoka, Toshiharu, Surgery, September 1, 2022  
Shipp, Desmond, Internal Medicine, September 1, 2022  
Shujaat, Mohammad, Radiology, September 1, 2022  
Sinay, Anne-Marie, Obstetrics and Gynecology, September 1, 2022

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Sobhanie, Mohammad, Internal Medicine, September 1, 2022  
Spears, Isaac, Internal Medicine, September 1, 2022  
Spencer, John, Pediatrics, September 1, 2022  
Spitzer, Carleen, Internal Medicine, September 1, 2022  
Splinter, Ansley, Pediatrics, September 1, 2022  
Steingass, Katherine, Pediatrics, September 1, 2022  
Streby, Keri, Pediatrics, September 1, 2022  
Tapyrik, Sarah, Internal Medicine, September 1, 2022  
Thiele, Courtney, Biomedical Education and Anatomy, September 1, 2022  
Thomas, Andrew, Internal Medicine, September 1, 2022  
Tyler, Kelly, Internal Medicine, September 1, 2022  
Vandana, Pankhuree, Psychiatry and Behavioral Health, September 1, 2022  
Varekojis, Sarah, School of Health & Rehabilitation Sciences, September 1, 2022  
Varma, Priya, Internal Medicine, September 1, 2022  
Vetter, John, Physical Medicine and Rehabilitation, September 1, 2022  
Virk, Subhdeep, Psychiatry and Behavioral Health, September 1, 2022  
Wada, Kara, Internal Medicine, September 1, 2022  
Wagner, Tracey, Pediatrics, September 1, 2022  
Wallihan, Rebecca, Pediatrics, September 1, 2022  
Walton, Jennifer, Pediatrics, September 1, 2022  
Weiss, Raul, Internal Medicine, September 1, 2022  
Wenzke, Jeffrey, Internal Medicine, September 1, 2022  
Williams, Dominique, Pediatrics, September 1, 2022  
Wright, Lindsay, Radiology, September 1, 2022  
Wurtz, Morgan, Pediatrics, September 1, 2022

#### **COLLEGE OF MEDICINE RESEARCH**

##### PROMOTION TO RESEARCH ASSOCIATE PROFESSOR

Cooper, Jennifer, Pediatrics, May 19, 2021  
Lin, Pei-Hui, Surgery, May 19, 2021  
Yu, Lianbo, Biomedical Informatics, May 19, 2021

##### REAPPOINTMENT

Belevych, Andriy, Physiology and Cell Biology, September 1, 2021  
Carley, Andrew, Internal Medicine, July 1, 2021  
Chung, Sangwoon, Internal Medicine, September 1, 2022  
Czeisler, Catherine, Pathology, September 1, 2021  
Ganesan, Latha, Internal Medicine, July 1, 2021  
Hall-Stoodley, Luanne, Microbial Infection and Immunity, September 1, 2021  
Koenig, Sara, Physiology and Cell Biology, December 1, 2021  
Lauber, Christian, Pediatrics, September 1, 2022  
Magrini, Vincent, Pediatrics, September 1, 2022  
Samouilov, Alexandre, Internal Medicine, July 1, 2021  
Tikunova, Svetlana, Physiology and Cell Biology, July 1, 2021  
Tili, Esmerina, Anesthesiology, September 1, 2022  
Yan, Pearly, Internal Medicine, September 1, 2022

#### **COLLEGE OF NURSING**

##### PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Stephens, Janna, May 19, 2021  
Tate, Judith, May 19, 2021

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TENURE [AT THE CURRENT RANK OF ASSOCIATE PROFESSOR]  
O'Mathuna, Donal, May 19, 2021

**COLLEGE OF NURSING  
CLINICAL**

PROMOTION TO PROFESSOR-CLINICAL  
Zurmehly, Joyce, May 19, 2021

PROMOTION TO PROFESSOR-CLINICAL AND REAPPOINTMENT  
Chipps, Esther, May 19, 2021, and September 1, 2022

PROMOTION TO ASSOCIATE PROFESSOR-CLINICAL AND REAPPOINTMENT  
Amaya, Megan, May 19, 2021, and September 1, 2022  
Gawlik, Kate, May 19, 2021, and September 1, 2022  
King, Tara, May 19, 2021, and September 1, 2022  
Masciola, Randee, May 19, 2021, and September 1, 2022

REAPPOINTMENT  
Ackerman, Michael, September 1, 2022  
Karl, Joyce, September 1, 2022  
Sharpe, Elizabeth, September 1, 2022  
Thomas Jones,Carolynn, September 1, 2022  
Zeno, Rosie, September 1, 2022

**COLLEGE OF OPTOMETRY  
CLINICAL**

PROMOTION TO PROFESSOR-CLINICAL AND REAPPOINTMENT  
McDaniel, Catherine, May 19, 2021, and September 1, 2022

PROMOTION TO ASSOCIATE PROFESSOR-CLINICAL AND REAPPOINTMENT  
Maszczak, John-Paul, May 19, 2021, and September 1, 2022

REAPPOINTMENT  
Earley, Michael, September 1, 2022  
Goedde, Dawn, September 1, 2022  
Lai, Nicky, September 1, 2022  
Zimmerman, Aaron, September 1, 2022

**COLLEGE OF PHARMACY**

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE  
Pabla, Navjotsingh, May 19, 2021

**COLLEGE OF PHARMACY  
CLINICAL**

PROMOTION TO ASSOCIATE PROFESSOR-CLINICAL  
Valentino, Alexa, May 19, 2021

REAPPOINTMENT  
Johnson, Mary, September 1, 2022

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**COLLEGE OF PUBLIC HEALTH**

PROMOTION TO PROFESSOR

Hood, Darryl, May 19, 2021  
Klein, Elizabeth, May 19, 2021  
Reiter, Paul, May 19, 2021

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Hefner, Jennifer, May 19, 2021  
Sealy-Jefferson, Shawnita, May 19, 2021

**COLLEGE OF PUBLIC HEALTH  
CLINICAL**

PROMOTION TO PROFESSOR-CLINICAL

Kaye, Gail, May 19, 2021

REAPPOINTMENT

Olivo-Marston, Susan, September 1, 2022

**COLLEGE OF SOCIAL WORK**

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Yoon, Susan, May 19, 2021

**UNIVERSITY LIBRARIES**

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Bonds, Elizabeth, May 19, 2021  
Davis, Ann Marie, May 19, 2021  
McGurk, Caitlin, May 19, 2021  
Schnabel, Jennifer, May 19, 2021

**COLLEGE OF VETERINARY MEDICINE**

PROMOTION TO PROFESSOR

Garabed, Rebecca, Veterinary Preventive Medicine, May 19, 2021

PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

Burns, Teresa, Veterinary Clinical Sciences, May 19, 2021  
Hostnik, Eric, Veterinary Clinical Sciences, May 19, 2021  
Rudinsky, Adam, Veterinary Clinical Sciences, May 19, 2021

**COLLEGE OF VETERINARY MEDICINE  
CLINICAL**

PROMOTION TO PROFESSOR-CLINICAL

Parker, Valerie, Veterinary Clinical Sciences, May 19, 2021

PROMOTION TO PROFESSOR-CLINICAL AND REAPPOINTMENT

Masteron, Margaret, Veterinary Preventive Medicine, May 19, 2021, and September 1, 2022

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PROMOTION TO ASSOCIATE PROFESSOR-CLINICAL AND REAPPOINTMENT

Flint, Mark, Veterinary Preventive Medicine, May 19, 2021, and September 1, 2022

Jennings, Ryan, Veterinary Biosciences, May 19, 2021, and September 1, 2022

O'Quin, Jeanette, Veterinary Preventive Medicine, May 19, 2021, and September 1, 2022

REAPPOINTMENT

Evans, Samantha, Veterinary Biosciences, September 1, 2022

Gardner, Alison, Veterinary Clinical Sciences, September 1, 2022

Green, Eric, Veterinary Clinical Sciences, September 1, 2022

Hokamp, Jessica, Veterinary Biosciences, September 1, 2022

Horvath, Stephen, Veterinary Clinical Sciences, September 1, 2022

Hostnik, Laura, Veterinary Clinical Sciences, September 1, 2022

La Perle, Krista, Veterinary Biosciences, September 1, 2022

Matusicky, Michelle, Veterinary Clinical Sciences, September 1, 2022

Pontius, David, Veterinary Clinical Sciences, September 1, 2022

Premanandan, Christopher, Veterinary Biosciences, September 1, 2022

Shull, Allison, Veterinary Clinical Sciences, September 1, 2022

Wanstrath, Audrey, Veterinary Clinical Sciences, September 1, 2022

APPENDIX LXXXIII



**THE OHIO STATE UNIVERSITY**

Office of the President  
205 Bricker Hall  
190 North Oval Mall  
Columbus, OH 43210-1327  
614-292-2424 Phone  
614-292-1231 Fax  
osu.edu

TO: The Ohio State University Board of Trustees  
FROM: President Kristina M. Johnson, PhD   
DATE: May 6, 2021  
RE: Revocation of emeritus status from Dr. Samson Jacob

I am recommending that the university revoke the honorary status of emeritus faculty from Dr. Samson Jacob, who was a member of the Department of Cancer Biology and Genetics (College of Medicine). The Board of Trustees approved emeritus status for Dr. Jacob effective September 2016.

The Ohio State University grants emeritus status to faculty members who have delivered “sustained academic contributions to the university” as described in rule 3335-5-36 of the Rules of the University Faculty. However, upon my recommendation, the Board of Trustees may revoke this honor pursuant to rule 3335-5-36(E) if an emeritus faculty member “at any time engages in serious dishonorable conduct in violation of law, rule, or policy and/or causes harm to the university’s reputation.”

In this case, a College of Medicine Investigation Committee determined in February 2021 that Dr. Jacob had committed research misconduct related to 14 allegations stemming from research conducted in his lab. The committee found that Dr. Jacob deviated from the accepted practices of image handling, figure review and/or manuscript correction and intentionally, knowingly, and/or recklessly reporting falsified research data.

As the laboratory principal investigator and/or corresponding author, Dr. Jacob was responsible for the validity of the published data. While the investigatory committee did not find that Dr. Jacob created any of the final figures for publication or generated any of the alleged falsified figures, the committee found that he deviated from accepted practices.

The investigatory committee recommended removal of emeritus status in addition to sanctions imposed as part of the research misconduct process. After reviewing the findings of the investigation, the dean of the College of Medicine and the executive vice president and provost recommended that the university revoke Dr. Jacob’s emeritus status.

I agree and am seeking the board’s approval to immediately revoke emeritus status from Dr. Jacob.

APPENDIX LXXXIV



**THE OHIO STATE UNIVERSITY**

Office of the President  
205 Bricker Hall  
190 North Oval Mall  
Columbus, OH 43210-1357  
614-292-2424 Phone  
614-292-1221 Fax  
osu.edu

TO: The Ohio State University Board of Trustees  
FROM: President Kristina M. Johnson, PhD   
DATE: May 6, 2021  
RE: Revocation of emeritus status from Dr. Bradley Peterson

I am recommending that the university revoke the honorary status of emeritus faculty from Dr. Bradley Peterson, who was a member of the Department of Astronomy (College of Arts and Sciences) from 2006 to 2015. The Board of Trustees approved emeritus status for Dr. Peterson effective July 2015.

The Ohio State University grants emeritus status to faculty members who have delivered "sustained academic contributions to the university" as described in rule 3335-5-36 of the Rules of the University Faculty.

However, we never regard academic achievements in a vacuum. The Board of Trustees may revoke this honor pursuant to rule 3335-5-36(E) if an emeritus faculty member "at any time engages in serious dishonorable conduct in violation of law, rule, or policy and/or causes harm to the university's reputation."

In this case, an investigation by the Office of Institutional Equity found that Dr. Peterson committed sexual harassment in a manner that was persistent and pervasive. Four courageous individuals shared stories about unwanted advances from Dr. Peterson that limited their ability to do their respective jobs.

This violation of the university's values and our Sexual Misconduct Policy (1.15) involved misconduct while Dr. Peterson was a faculty member in the Department of Astronomy and also while he was an emeritus professor serving as principal investigator on an Ohio State grant.

University officials did not know about Dr. Peterson's misconduct at the time that his emeritus status was awarded. Given the findings of the investigation, the interim chair of the Department of Astronomy, the dean of the College of Arts and Sciences, and the executive vice president and provost all recommend that the university revoke Dr. Peterson's emeritus status.

I agree and am seeking the board's approval to immediately revoke emeritus status from Dr. Peterson.

## APPENDIX LXXXV



### Master Planning & Facilities Committee Charter

#### Purpose of Committee

The Master Planning and Facilities Committee is a standing committee of The Ohio State University Board of Trustees established to consider and make recommendations for action by the board relating to: the physical environment to advance the university's academic mission and strategic goals. The Committee will review and recommend for approval real estate matters and the planning, design and construction activity of the university, including the Wexner Medical Center, consistent with Board policy. Matters of university safety and security and emergency preparedness and response will also be considered by the committee.

#### Committee Authority and Responsibilities

In furtherance of its purpose set forth above, the committee shall have the following authority and responsibilities:

- Guide an integrated approach to project planning and implementation by ensuring that the strategic, physical and financial goals of the university are aligned.
- Review and recommend for approval the university's annual Capital Investment Plan.
- Review and recommend for approval Ohio State Energy Partners utility system Capital Improvement Plan and associated fiscal year projects.
- Serve as stewards of the campus master plan and district plans. Reviews and approves updates to the campus master plan and other significant plans related to transportation, open space, facilities improvements, or other matters pertaining to the physical environment.
- Review and recommend for approval any planning study (including any feasibility, technical, siting or other planning study) estimated to cost more than \$250,000.
- Review and recommend for approval the design and construction of capital projects greater than \$4M
- At each board meeting, reviews the budget and schedule status of all major capital projects over \$20M
- Review the program and design of major capital projects at appropriate phases.
- Review and recommend for approval real estate matters including any purchase or sale of real property.
- Review and recommend for approval leases of real property by the university with a present lease value of greater than \$10M.
- Review and recommend for approval easements granted to another party for use of university property for a term greater than 25 years.
- Any other matter assigned to the committee by the board or the chair of the board

#### Committee Meetings

The committee generally shall meet in conjunction with the regularly scheduled meetings of the full board, and at such other times and places as it deems necessary to carry out its responsibilities.

A majority of the voting members of the committee shall be present in person at any meeting of the committee in order to constitute a quorum for the transaction of business at such meeting.

#### Committee Membership

All members of the committee, as well as the committee chair and vice chair, shall be appointed by the chair of the board. The chair and vice chair of the committee shall be trustees or charter trustees. Trustees, student trustees, charter trustees and non-trustee committee members shall all be voting members of the committee.



### **Master Planning & Facilities Committee Charter**

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 time. Each member of the committee shall serve for such term or terms as the chair of the board may determine or until his or her earlier resignation, removal or death.

#### **Staff and Other Support**

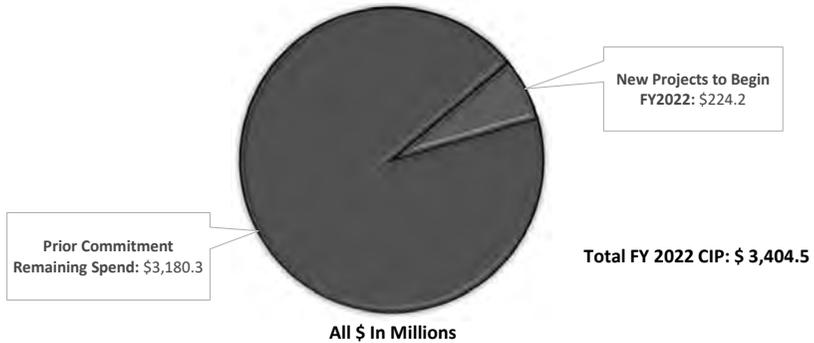
Primary staff support for the committee shall be provided by the Office of Administration and Planning. Further, the committee shall obtain advice and assistance as needed from internal or external consultants, legal counsel, or relevant planning, design or real estate experts.

#### **University Bylaws**

The provisions of this charter are intended to comport with the bylaws of the university. To the extent that these provisions conflict, the university bylaws shall control.

APPENDIX LXXXVI

**FY2022-2026 Capital Investment Plan**



**Table 1 - Prior Commitment - Remaining Spend**

Line	Capital Priority	Projected Capital Expenditures						Total
		FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	
1	A&S - Arts District	50.2	39.3	8.9	-	-	-	98.5
2	A&S - Celeste Lab Renovation	12.8	6.8	1.0	-	-	-	20.7
3	Athletics - Lacrosse Stadium	7.6	10.5	1.2	-	-	-	19.3
4	Bus Adv - Schottenstein Main Roof Replacement	0.2	2.3	3.7	0.3	-	-	6.5
5	Dentistry - Postle Hall Replacement	7.1	10.4	-	-	-	-	17.5
6	EHE - Campbell Hall Renovations/Addition	0.2	3.0	17.0	3.0	0.5	-	23.8
7	Energy Advancement and Innovation Center	11.3	16.5	7.1	-	-	-	34.8
8	Engineering - BMEC Phase 2	0.2	7.0	3.0	-	-	-	10.2
9	Engineering - Bus Testing Facility	0.2	1.4	5.3	5.3	2.9	-	15.0
10	FAES - Cntrld Env Food Prdxn Res Cmplx (Construct)	14.5	12.0	2.0	-	-	-	28.5
11	FOD - Cannon Drive Relocation - Ph. 2	1.5	6.7	21.3	20.3	2.7	-	52.5
12	FOD - RDM Instructional Sciences	4.7	2.5	-	-	-	-	7.3
13	Interdisciplinary Health Sciences Center	45.0	65.0	21.0	-	-	-	131.0
14	Interdisciplinary Research Facility	78.0	80.0	42.7	-	-	-	200.7
15	Libraries - Library Book Depository Ph. 3	2.3	8.9	3.8	-	-	-	15.1
16	Nursing - Newton Hall Renovation and New Nursing Building	10.2	10.1	2.1	-	-	-	22.4
17	Pharmacy - Parks Hall Fume Hood Renovations	0.2	2.5	4.0	0.3	-	-	7.0
18	SL - Rec Sports - Coffey Road Turf Field	2.3	5.2	-	-	-	-	7.5
19	VetMed - Frank Stanton Veterinary SOC Clinic	4.2	1.1	-	-	-	-	5.3
20	West Campus Infrastructure Phase 1	7.6	9.0	0.5	-	-	-	17.1
21	WMC - Dodd - Parking Garage	14.1	12.9	2.0	-	-	-	29.0
22	WMC - Inpatient Hospital	278.3	350.0	325.0	300.0	158.4	153.9	1,565.7
23	WMC - Outpatient Care Dublin	53.8	60.6	10.0	-	-	-	124.4
24	WMC - Outpatient Care New Albany	42.0	5.4	-	-	-	-	47.4
25	WMC - Outpatient Care West Campus	101.6	126.7	43.4	10.9	-	-	282.6
26	WMC - Ross OR Expansion	2.3	4.0	1.0	-	-	-	7.3
27	Roll Up Other Projects	122.7	178.5	70.9	11.4	-	-	383.4
28	<b>Subtotal</b>	<b>875.2</b>	<b>1,038.3</b>	<b>597.0</b>	<b>351.5</b>	<b>164.5</b>	<b>153.9</b>	<b>3,180.3</b>

## FY2022-2026 Capital Investment Plan

**Table 2 - New Projects Beginning in FY2022**

Line	Capital Priority	Projected Capital Expenditures						
		FY 2022	FY 2023	FY2024	FY2025	FY2026	FY2027+	Total
1	Anticipated Spend for CIP Changes	0.2	3.1	6.0	0.7	0.0	0.0	10.0
2	Roll up of Small Infrastructure RDM Projects	2.0	9.7	7.9	4.0	0.6	0.0	24.1
3	Small Programmatic Cash Ready	2.7	6.2	3.8	0.3	0.0	0.0	13.0
4	WMC - Roll up of Multiple Cash Ready	2.7	12.8	44.8	49.5	44.2	18.1	172.1
5	New Major Projects							
6	NURS - Newton Hall Renovation and New Nursing Bldg Incr.	2.6	2.6	0.0	0.0	0.0	0.0	5.1
7	Subtotal	10.1	34.3	62.4	54.5	44.8	18.1	224.2

**Table 3 - Funding for New Projects by Project Type & Funding Source**

Line	Unit Type	Local	University Debt	Fundraising	Subtotal	% by Unit
1	Academic Support	52.9	0.0	3.0	55.9	24.9%
2	Athletics	4.4	0.0	0.0	4.4	2.0%
3	Infrastructure	7.3	1.1	0.0	8.4	3.8%
4	Regional Campuses	0.2	0.0	0.3	0.5	0.2%
5	Student Life	16.0	0.0	0.0	16.0	7.1%
6	Wexner Medical Center	139.0	0.0	0.0	139.0	62.0%
7	Subtotal	219.8	1.1	3.3	224.2	100.0%
8	% By Fund Source	98.0%	0.5%	1.5%	100.0%	

APPENDIX LXXXVII

The Ohio State University  
Board of Trustees

May 20, 2021

**BACKGROUND**

**TOPIC:** Approval of Fiscal Year 2022 Ohio State Energy Partners Utility System Interim Capital Improvements Plan

**CONTEXT:** Pursuant to 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 and 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 Projects (“EXP”): EXP projects are to expand the capacity of the campus utility systems or to extend the campus utility systems to new campus facilities.
3. Energy Conservation Measure Projects (“ECM”): ECM projects are capital improvements that improve the energy efficiency of the Columbus campus buildings, utility plants, and utility distribution networks.

**SUMMARY:**

Midwest Campus Heating and Cooling Building Conversion 79-22-EXP

Scope: Design the conversion from steam to heating hot water and the connections of Midwest campus buildings to the Combined Heat and Power Plant and District Heating and Cooling system. The replacement of in-building systems, including humidification, domestic hot water, and process steam systems will be evaluated during the design phase. The included buildings are: Schottenstein Center; Agricultural Administration; Agricultural Engineering; Veterinary Medical Center; Veterinary Medical Academic Building; Goss Laboratory; Galbreath Equine Center; Parker Food Science & Technology; Sisson Hall; Howlett Hall and Howlett Greenhouses Headhouse; and Kottman Hall. The estimated total project cost includes university scope and costs for abatement and equipment removal to be performed by OSEP.

Design Only Cost Request: \$ 1.108 M

<b>Project Cost Breakdown</b>	<b>Cost</b>
FY 2022 – Design Cost	\$ 1.108 M
FY 2023 – Construction estimate	\$ 3.932 M
FY 2024 – Construction estimate	\$ 3.285 M
FY 2025 – Construction estimate	\$ 2.264 M
FY 2026 – Construction estimate	\$ 3.360 M
<b>Estimated Total Project Cost</b>	<b>\$ 13.949 M</b>

Equine Performance Evaluation Arena Utility Systems 85-22-EXP

Scope: Design the relocation of existing utility system electrical and natural gas infrastructure. Confirm the existing utility service to the Galbreath Equine Center is adequate to serve the new Equine Performance Improvement Arena.

Design Only Cost Request: \$ 198,000

<b>Project Cost Breakdown</b>	<b>Cost</b>
FY 2022 – Design Cost	\$ 0.198 M
FY 2023 – Construction Estimate	\$ 0.723 M
<b>Estimated Total Project Cost</b>	<b>\$ 0.921 M</b>

Relocated Greenhouse Natural Gas Service 120-22-EXP

Scope: Construction of natural gas utility service to serve two existing and two new hoop structure greenhouses located to the west of the Nationwide & Ohio Farm Bureau 4-H Center on Fred Taylor Dr. Approval at this time is required to maintain schedule alignment with the university's project (OSU 200437) which is constructing the new greenhouses.

Construction Cost Request: \$ 89,000

<b>Project Cost Breakdown</b>	<b>Cost</b>
FY 2022 – Construction Cost	\$ 0.089 M
<b>Total Project Cost</b>	<b>\$ 0.089 M</b>

Biomedical and Materials Engineering Complex, Phase 2 Utility Systems 121-22-EXP

Scope: Design of the relocation and/or construction of new utility systems necessary to serve renovated and/or expanded buildings included in the University's BMEC Phase 2 project (OSU-210274). Design approval at this time is necessary to align the utility systems design with the university's design schedule.

Design Only Cost Request: \$ 204,000

<b>Project Cost Breakdown</b>	<b>Cost</b>
FY 2022 – Design Cost	\$ 0.204 M
FY 2023 – Construction Estimate	\$ 0.834 M
FY 2024 – Construction Estimate	\$ 0.850 M
<b>Estimated Total Project Cost</b>	<b>\$ 1.888 M</b>

**REQUESTED OF THE MASTER PLANNING AND FACILITIES AND THE AUDIT, FINANCE AND INVESTMENT COMMITTEES:** Approval of the resolution.

APPENDIX LXXXVIII

Project Data Sheet for Board of Trustees Approval

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**Campbell Hall Renovation**

OSU-210281 (CNI# EHE219001)

Project Location: Campbell Hall

- **approval requested and amount**

professional services	\$4M
-----------------------	------
  
- **project budget**

professional services	\$4M
construction w/contingency	\$TBD
<b>total project budget</b>	<b>\$TBD</b>
  
- **project funding**
  - university debt
  - fundraising
  - university funds
  - auxiliary funds
  - state funds
  
- **project schedule**

BoT professional services approval	5/21
design	11/21 – 1/23
BoT construction approval	2/23
construction	7/23 – 3/25
facility opening	6/25
  
- **project delivery method**
  - general contracting
  - design/build
  - construction manager at risk
  
- **planning framework**
  - o a programming study was completed in April 2020
  - o this portion of the project is included in the amended FY21 Capital Investment Plan
  
- **project scope**
  - o the project will replace the existing building systems, roof and windows, and will make building envelope improvements eliminating up to \$18.5M in deferred maintenance.
  - o the renovation of interior spaces will enable the College of Education and Human Ecology's long-time goal of centralizing teaching, research and administrative functions along Neil Avenue, while reducing overall square footage.
  - o the project will renovate ~115,000 square footage interior of the building, updating existing offices, research & computer labs, department and pool classrooms, and collaborative areas.
  - o final program and total project cost will be validated during design
  
- **approval requested**
  - o approval is requested to enter into professional services contracts



- 
- **project team**

University project manager:	Derick Stadge
AE/design architect:	TBD
CM at Risk:	TBD

## Project Data Sheet for Board of Trustees Approval

### CFAES Wooster – Fisher Auditorium Renovation

OSU-200473 (CNI# 19000017)

Project Location: Fisher Auditorium

- **approval requested and amount**  
professional services \$1.2M

- **project budget**  
professional services \$1.2M  
construction w/contingency \$TBD  

---

total project budget \$TBD

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

- **project schedule**  
BoT professional services approval 5/21  
design 1/22 – 1/23  
BoT construction approval 2/23  
construction 6/23 – 12/24  
facility opening 1/25

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

- **planning framework**
  - this project was included in the FY 2018 Capital Investment Plan

- **project scope**
  - the project will renovate under-utilized space around the existing auditorium to create a combination of new teaching and outreach functions, a combined campus library and co-located student service functions
  - the project will advance the goals of CFAES Wooster by integrating programs and services, improving operational efficiencies, and creating a new academic, social and cultural hub on campus
  - exterior envelope and building systems upgrades will address \$8.1M in deferred maintenance
  - total project cost will be validated during design

- **approval requested**
  - approval is requested to enter into professional services contracts.



- 
- **project team**  
University project manager: Derick Stadge  
AE/design architect: TBD  
General Contractor: TBD

## Project Data Sheet for Board of Trustees Approval

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### Newark – Founders Hall Enhancements

OSU-210420 (CNI# 16000107 & 19000066 & NEW219001)

Project Location: Founders Hall

Perfect

- **approval requested and amount**

professional services	\$2.4M
-----------------------	--------
- **project budget**

professional services	\$2.4M
construction w/contingency	\$TBD
<hr/>	<hr/>
total project budget	\$TBD



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

BoT professional services approval	5/21
design	9/21 – 9/22
BoT construction approval	11/22
construction	1/23 – 5/24
facility opening	7/24
- **project delivery method**
  - general contracting
  - design/build
  - construction manager at risk
- **planning framework**
  - this project is included in the FY 2017, 2019 and 2021 Capital Investment Plans
  - this project aligns with Ohio State Newark's 2018-2021 Strategic Plan of updating facilities to improve student success and enhance the student experience
- **project scope**
  - the project will address \$13.8M in deferred maintenance by updating the exterior envelope and building mechanical systems
  - the project will renovate ~70,000 square feet of interior classroom and lab spaces that have been relocated to the new Alford Center for Science and Technology. This will allow Ohio State Newark and COTC to meet the demand for growing enrollment and expand academic offerings
  - due to success in fundraising for the project, the scope for interior renovations can be expanded. Design will include the validation of final programming and an updated cost estimate
- **approval requested**
  - approval is requested to enter into professional services contracts.

- 
- **project team**

University project manager:	Morgan Richardson
AE/design architect:	TBD
CM at Risk:	TBD

Project Data Sheet for Board of Trustees Approval

**WMC Loading Dock Expansion and Renovation**

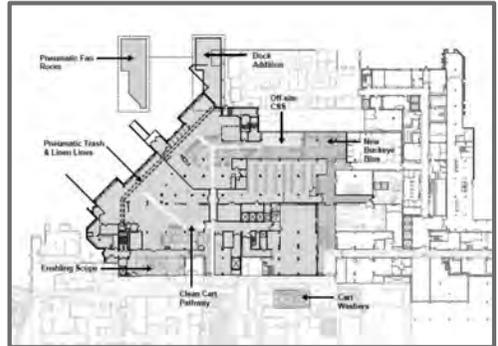
OSU-200238 (CNI#19000137)

Project Location: Doan Hall

- **approval requested and amount**  
 professional services \$1.3M
- **project budget**  
 professional services \$1.8M  
 construction w/contingency \$15.1M  


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 total project budget \$16.9M
- **project funding**  
 university debt  
 fundraising  
 university funds  
 auxiliary funds
- **project schedule**  
 BoT professional services approval 11/19  
 design 6/20-2/22  
 construction enabling phase 11/21  
 construction 4/22-6/23  
 facility opening 7/23



- **project delivery method**  
 general contracting  
 design/build  
 construction manager at risk
- **planning framework**
  - o a study of dock operations was completed in March 2018
  - o this project is included in the FY 2020, FY 2021, and FY 2022 Capital Investment Plans; remaining project funding will be included in the FY 2023 Capital Investment Plan.
- **project scope**
  - o the project will renovate 28,000 sf of the existing dock area and add 6,000 sf for a total dock area of 34,000 sf; the expanded dock will support the continued growth of the Wexner Medical Center.
  - o the renovation will include the clean and soiled staging area; the expansion adds new soiled dock doors as well as space for pneumatic trash and linen fan room.
  - o pneumatic trash and linen conveying system upgrades will accommodate the needs of the new University Hospital
  - o the replacement of cart washers, dock levelers and dock door equipment will create a reliable and safe work area
  - o project scope also includes structural, mechanical and electrical upgrades and design services for an enabling project to allow the expansion of the clean dock space
- **approval requested**
  - o approval is requested to increase professional services

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• <b>project team</b>	
University project manager:	Robin Faires
AE/design architect:	Davis Wince
CM at Risk	Elford

**Project Data Sheet for Board of Trustees Approval**

**Energy Advancement and Innovation Center**

OSU-180355-1 (CNI# 18000020, 19000128)

Project Location: 2281 Kenny Road – West Campus

- **approval requested and amount**

professional services	\$3.2M
<u>construction w/contingency</u>	<u>\$7.2M</u>
total budget increase	\$10.4M

- **project budget**

professional services	\$12.4M
<u>construction w/contingency</u>	<u>\$34.7M</u>
total project budget	\$47.1M

- **project funding**

  - university debt
  - fundraising
  - university funds (CEMP)
  - auxiliary funds
  - state funds
  - partner funds (OSEP)

- **project schedule**

BoT professional services approval	2/19
design	9/19 – 6/21
BoT construction approval	11/20
bidding/GMP	8/21
construction	9/21 – 5/23
facility opening	8/23

- **project delivery method**

  - general contracting
  - design/build
  - construction manager at risk

- **planning framework**

  - the long-term lease and concession agreement between the university and Ohio State Energy Partners included \$50M for the development of the Energy Advancement and Innovation Center to serve as an experimental hub for energy research and technology incubation
  - this project is included in the FY 2019 and FY 2020 Capital Investment Plans

- **project scope**

  - the 66,154 square foot facility is a cornerstone of the public/private partnership with Ohio State Energy Partners (OSEP) and will be designed in conjunction with the Interdisciplinary Research Facility to ensure consistent design and site construction
  - project includes dedicated lab space, collaborative learning and gathering space and small focused workspace; a 210-seat seminar room and a 96-seat cafe will serve the Innovation and Research Buildings
  - this increase is to add a 4<sup>th</sup> floor of 13,609 sf which includes additional lab/research space, testing pod and smaller innovation spaces.

- **approval requested**

  - approval is requested to increase professional services and construction contracts

- **project team**

University Project Manager:	Brendan Flaherty
AE/Design Architect:	Moody Nolan/Smith Miller Hawkinson
CM at Risk:	Whiting Turner/Corna Kokosing




Project Data Sheet for Board of Trustees Approval

**Newton Hall Renovation and New Nursing Building**

OSU-180429 (CNI#: 16000002, 16000003)

*Project Location: Newton Hall*

- **approval requested and amount**

professional services	\$0.6M
construction w/contingency	\$4.5M
total budget increase	\$5.1M

- **project budget**

professional services	\$3.3M
construction w/contingency	\$27.4M
total	\$30.7M

- **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
design – First Floor Ren	6/21 – 6/22
construction	12/20 – 5/22
construction – First Floor Ren	7/22 – 7/23
facility opening	8/22
facility opening – First Floor Ren	8/23

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

- **planning framework**
  - this project is included in the FY18, FY19 and FY22 Capital Investment Plans
  - the project will accommodate student and faculty growth and enable the relocation of College of Nursing groups back to Newton from off-campus leased space

- **project scope**
  - construct approximately 35,000 new square feet to the south of Newton Hall including flexible classrooms, informal learning spaces and offices; renovate existing space including new façade, relocation of existing entryway and plaza, and an updated corridor and wellness space
  - the requested increase will renovate 12,300 sf of multiple areas on the first floor of Newton Hall to provide additional clinical and wellness spaces
  - the requested increase will also update heating and cooling in suite 106, update restrooms and renovate an existing lecture hall. The existing building façade will be improved to tie into the aesthetics of the addition.

- **approval requested**
  - 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

## APPENDIX LXXXIX

May 20, 2021

### **BACKGROUND: APPROVAL FOR SALE OF REAL PROPERTY**

LAND NEAR WEST DUBLIN GRANVILLE ROAD  
CITY OF COLUMBUS, FRANKLIN COUNTY, OHIO

#### **Background**

The Board of Trustees of The Ohio State University seeks to sell approximately 1.44 acres of land to Dave Fox Remodeling, Inc. The subject is a portion of land titled to The Ohio State University Board of Trustees, situated near West Dublin Granville Road. This land is north of the Don Scott Airport and its sale will not conflict with the airport or university's programmatic needs, strategic planning or future development. Proceeds from this sale will benefit the university's strategic acquisition account.

#### **Location and Description**

The affected property consists of approximately 1.44 acres of vacant ground situated near West Dublin Granville Road, North of the Don Scott Airport and adjacent to the existing Dave Fox Remodeling, Inc. office property.

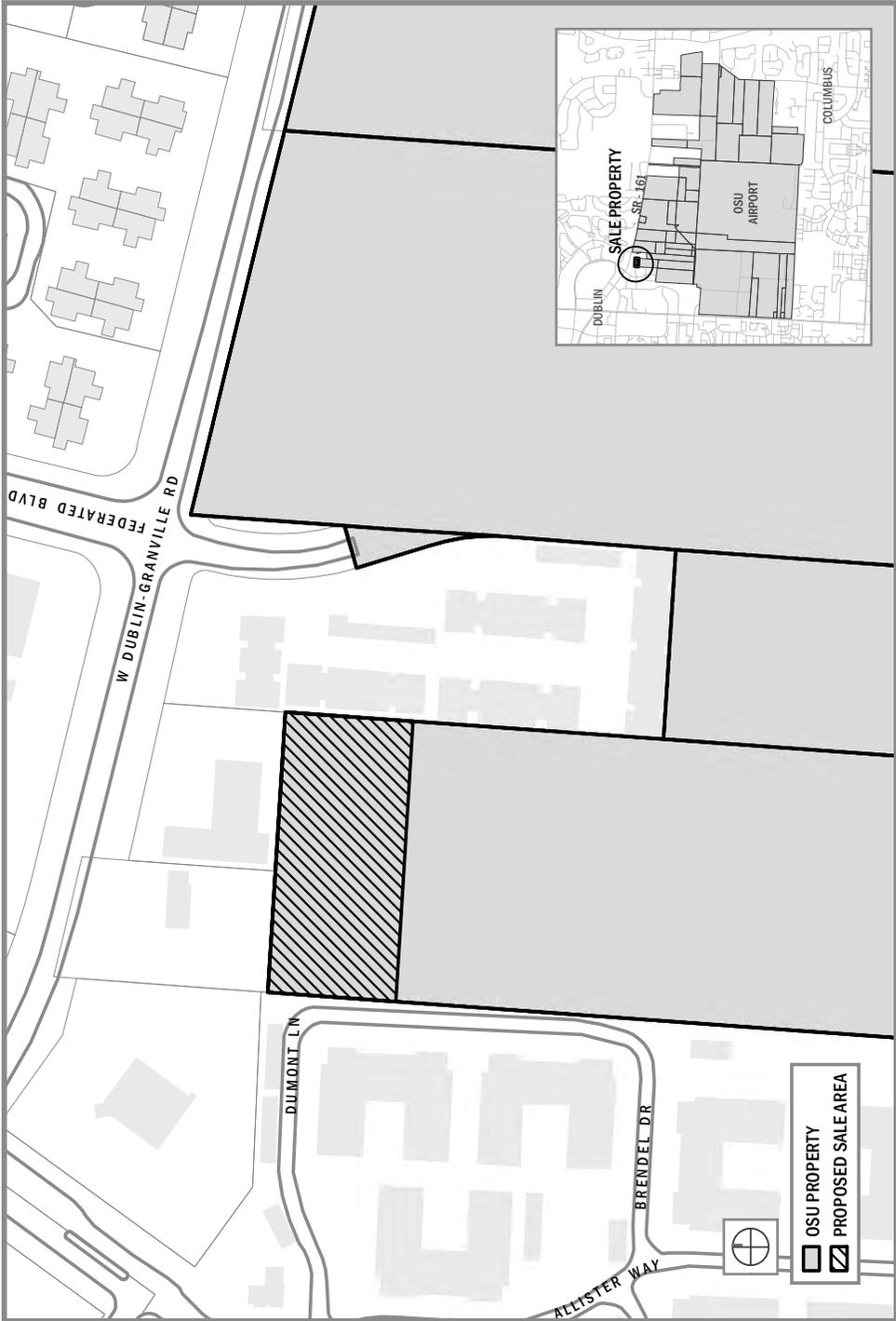
#### **Property History**

The university acquired the subject property in 1968. The land is titled to the Board of Trustees. The sale acreage is part of an 8.6-acre parcel that is itself a part of approximately 200 acres of contiguous board property. The sale acreage is approximately 1.44 acres.

The appraised value estimate is approximately \$80,000 per acre, or \$115,200 for approximately 1.44 acres. The agreed upon selling price is \$500,000.

#### **Sale of Property**

Planning, Architecture and Real Estate recommends that the above referenced property be sold under terms and conditions that are deemed to be in the best interest of the university. The proceeds of the disposition will go to the university's strategic acquisition account.



Prepared By: The Ohio State University  
Office of Planning, Architecture, and Real Estate  
Issue Date: April 9, 2021  
The Ohio State University Board of Trustees

**SALE OF REAL PROPERTY**  
**PARCEL #590-159028**  
**W DUBLIN-GRANVILLE ROAD**  
**DUBLIN, OHIO 43235**

THE OHIO STATE UNIVERSITY



## APPENDIX XC

May 20, 2021

### BACKGROUND: APPROVAL FOR ACQUISITION OF REAL PROPERTY

#### WEST 11<sup>TH</sup> AVENUE AND ADJACENT ALLEYS STREET VACATION COLUMBUS, FRANKLIN COUNTY, OHIO

##### Background

Over the past several months, the university has been in discussions with the City of Columbus to negotiate the city's vacation and transfer of ownership of public street sections and alleyways on and surrounding West 11th Avenue in support of Framework 2.0 and the Comprehensive Transportation and Parking Plan.

The acquisition of 11th Avenue will support the goals of creating a walkable campus core by moving traffic from 12th Avenue to 11th Avenue. The acquisition will also enable future redevelopment of the block between 10th and 11th Avenues.

With the recent purchase of the 75 West 11th Avenue parcel, the university owns all property on both sides of 11th Avenue. Thus, Ohio State's acquisition of the public streets and alleyways is necessary to gain ownership of the entire block in order to execute a project that eliminates the parking meters and enables two-way bus and vehicular traffic on 11th Avenue.

##### Location and Description

The subject property consists of approximately 149,000 sf (approximately 3.42 acres) as follows:

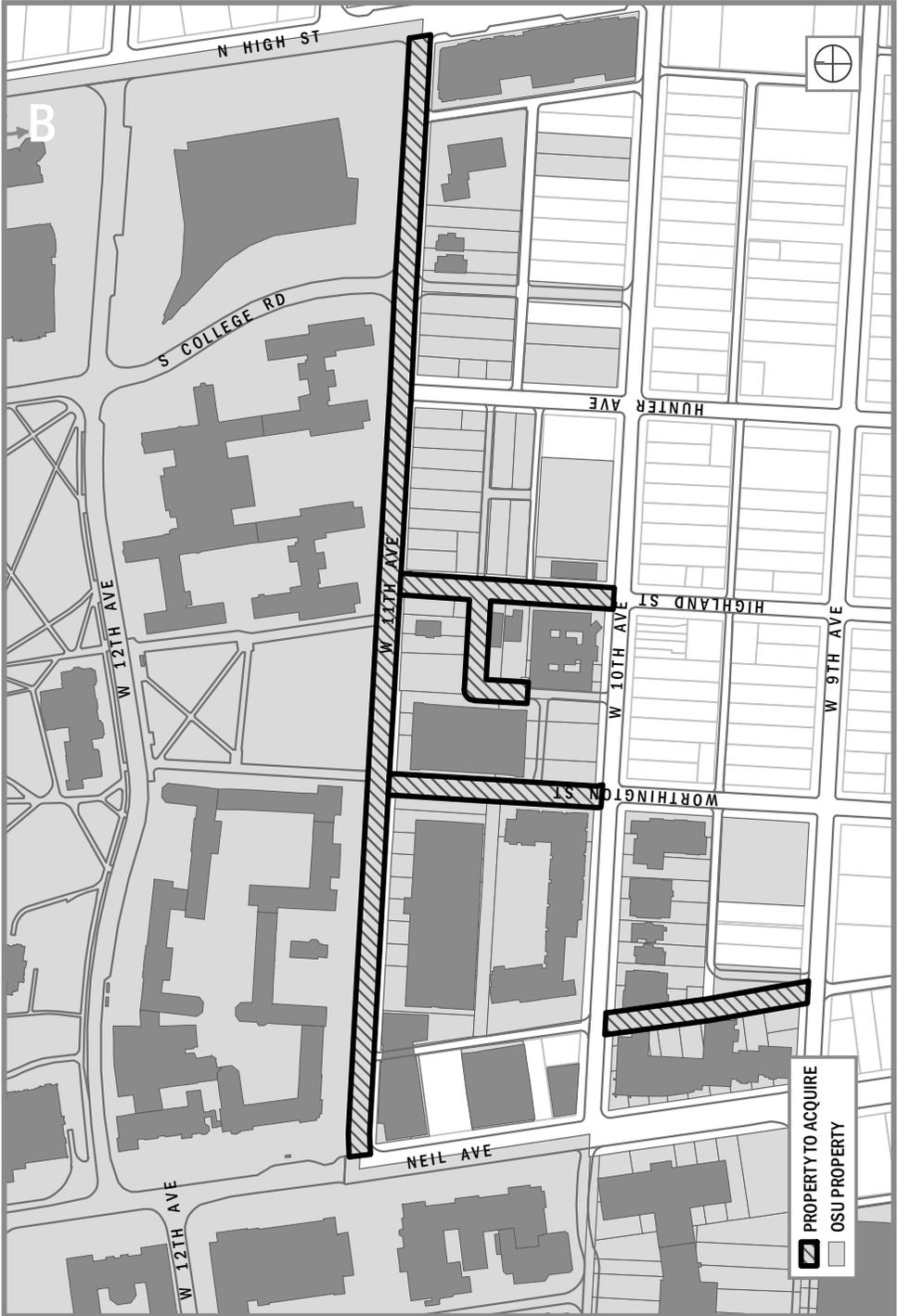
West 11th Avenue from Neil Avenue to High Street:	2,100 x 50 ft	= 105,000
Highland Street (between 10th and 11th):	400 x 50 ft	= 20,000
<u>Other alleys between 9th, 10th and 11th Avenues:</u>	<u>1,200 x 20 ft</u>	<u>= 24,000</u>
Total sf:		= 149,000

##### Property History

The property is currently vested in the City of Columbus.

##### Purchase of Property

It is recommended that the 149,000± square footage of alley and roadway consisting of approximately 3.42 acres be acquired for a purchase price no more than 10 percent above the appraised value, and under terms and conditions that are deemed to be in the best interest of the university.



Prepared By: The Ohio State University  
Office of Planning, Architecture and Real Estate  
Issue Date: April 9, 2021  
The Ohio State University Board of Trustees

**WEST 11TH AVENUE AND ADJACENT ALLEYS STREET VACATION - ACQUISITION**  
**COLUMBUS, FRANKLIN COUNTY, OHIO 43201**

THE OHIO STATE UNIVERSITY

## APPENDIX XCI

May 20, 2021

### **BACKGROUND: APPROVAL FOR ACQUISITION OF REAL PROPERTY**

#### HUGHES STREET VACATION COLUMBUS, FRANKLIN COUNTY, OHIO

##### **Background**

In 2017, the university acquired land on the west side of the existing Hospital East. This new land is separated from Hospital East by Hughes Street. The university requested the City of Columbus consider vacating and selling Hughes Street between Hawthorne Avenue and Phale D. Hale Drive so that when the university is ready to redevelop the new property, this street may be incorporated into the redevelopment.

After review, the city approved the request to vacate, subject to approval by Columbus City Council, subject to an ordinance being approved by the Mayor of Columbus, and subject to the retention of a general utility easement for those utilities currently located within the street. The granting of this utility easement does not impact the planned future use of the site.

The city has offered to deed the property to the university for \$20,310 (\$1.25 per square foot) for the area.

##### **Location and Description**

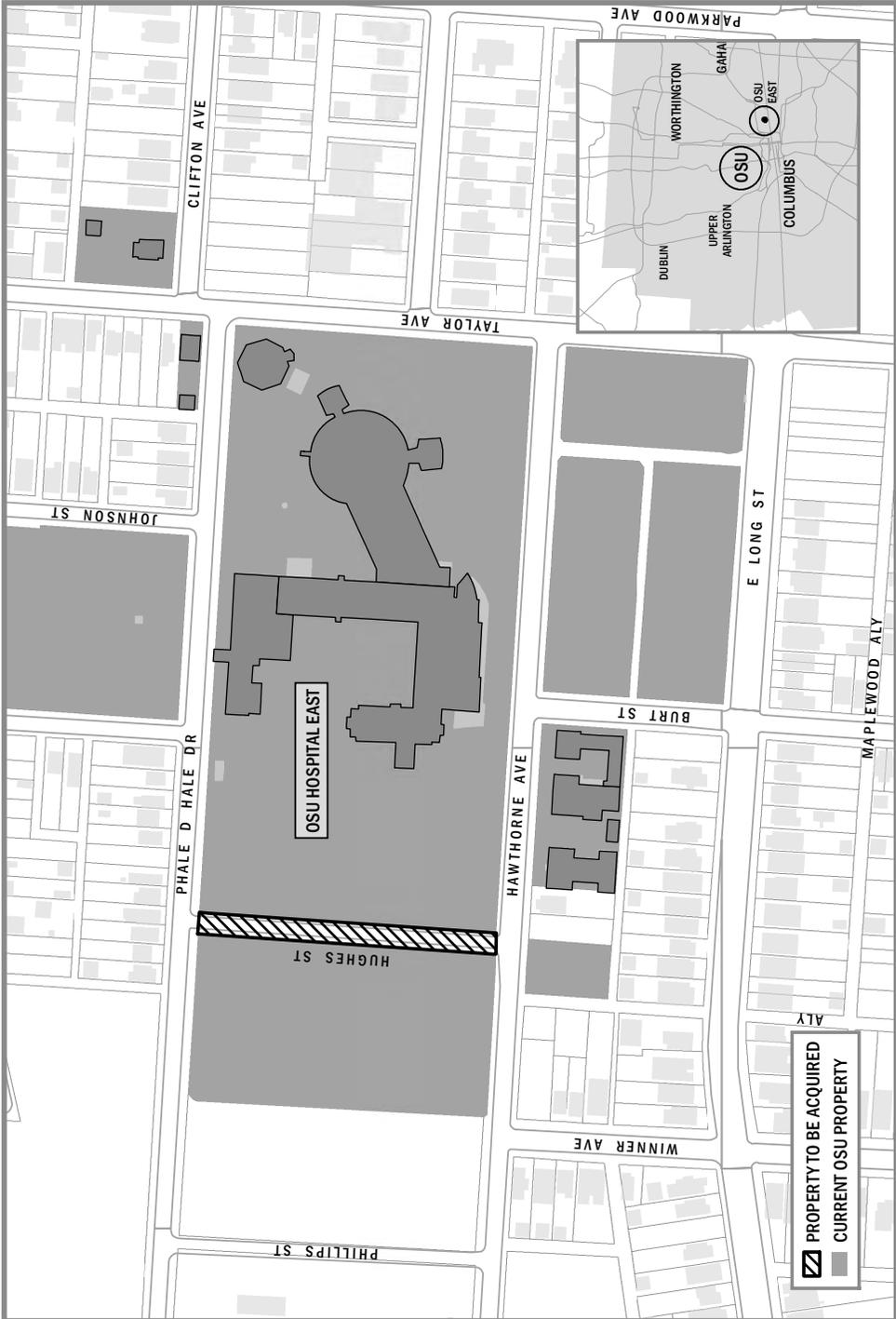
The subject property consists of 0.373 acres between Phale D. Hale Drive and Hawthorne Avenue, Columbus, Ohio.

##### **Property History**

The property is currently vested in the City of Columbus.

##### **Purchase of Property**

Planning, Architecture and Real Estate recommends that the university proceed with acquisition of the land upon terms and conditions deemed to be in the best interest of the university. The acquisition funds will be provided by the Wexner Medical Center.



**HUGHES STREET VACATION - ACQUISITION**  
**COLUMBUS, FRANKLIN COUNTY, OHIO 43203**

## APPENDIX XCII

May 20, 2021

### **BACKGROUND: APPROVAL FOR LEASE OF REAL PROPERTY**

420 EAST 19TH AVENUE – FORMERLY KNOWN AS INDIANOLA MIDDLE SCHOOL  
CITY OF COLUMBUS, FRANKLIN COUNTY, OHIO

#### **Background**

The Board of Trustees of The Ohio State University seeks to lease the entire building together with the real estate upon which it is located at 420 East 19th Avenue to Metro Early College High School. The lease is contingent upon the proposed tenant successfully executing funding agreements with Battelle Memorial Institute and the Ohio Facilities Construction Commission. Metro Early College High School accepts the property in "as is" "where is" condition and agrees, in lieu of rent, to invest the necessary funding to renovate and to reactivate the building to its original use as an educational facility.

As this location is not considered to be a part of the core campus, leasing of the property will not conflict with university's programmatic needs, strategic planning or future development.

#### **Location and Description**

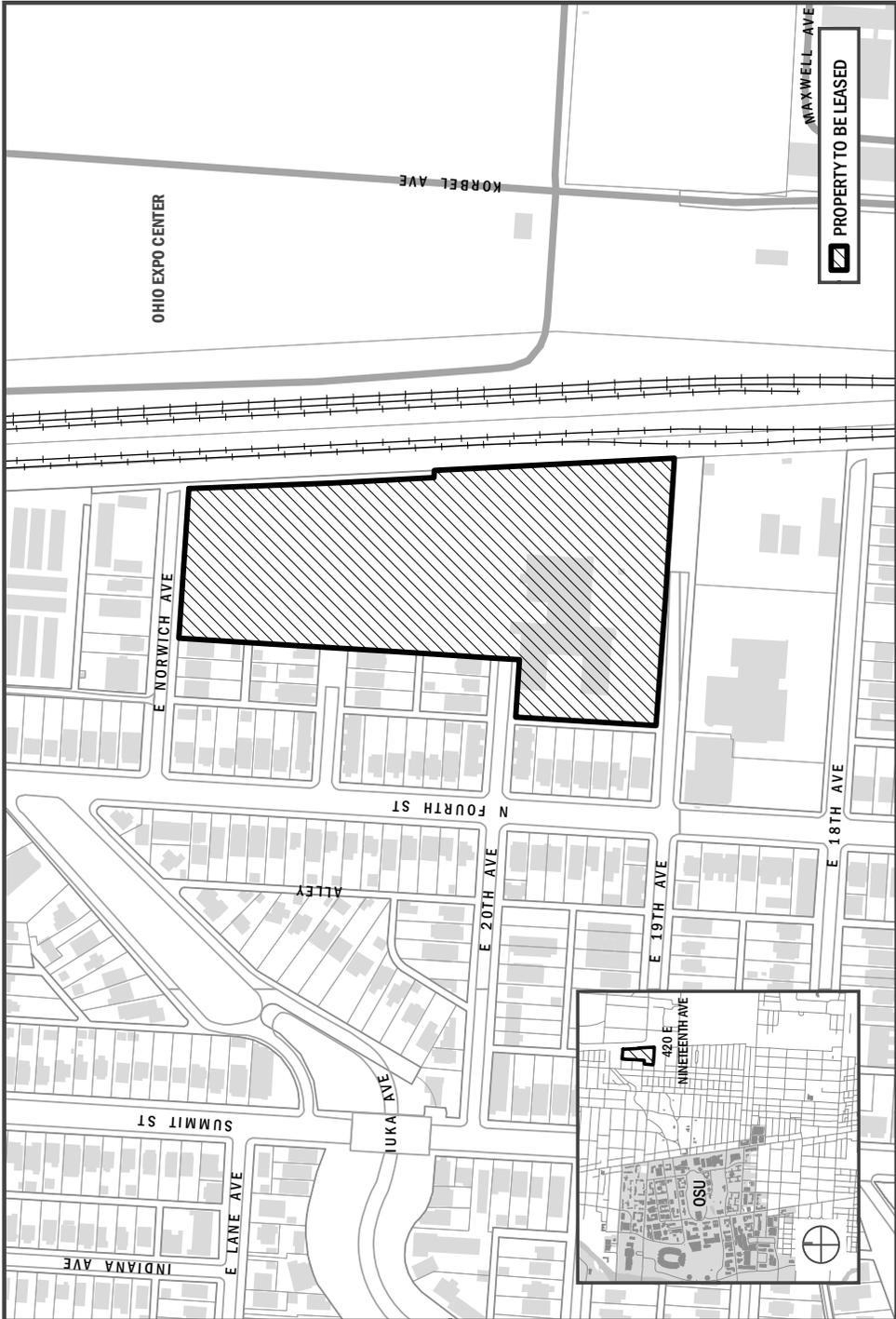
The two-story, 95,000 sq ft building is listed on the National Register of Historic Places and the surrounding property consists of approximately 9.38 acres. The property is bordered by East Norwich Ave to the north, 19th Avenue to the south, and is west of the rail line adjacent to the Ohio Expo Center.

#### **Property History**

The university acquired the subject property in 2018 from Columbus Public Schools for approximately \$2.35M. The land is titled to the Board of Trustees.

#### **Lease of Property**

Planning, Architecture and Real Estate recommends that the above referenced property be leased under terms and conditions that are deemed to be in the best interest of the university.



Prepared by: The Ohio State University  
Office of Planning and Real Estate  
Issue Date: April 22, 2021  
The Ohio State University Board of Trustees

**LEASE OF 9.38 ACRES OF REAL PROPERTY 420 E  
NINETEENTH AVE  
COLUMBUS, FRANKLIN COUNTY, OHIO 43201  
PARCEL ID 010-027433**

## APPENDIX XCIII

May 20, 2021

### **BACKGROUND: PERPETUAL SEWER EASEMENT**

BETWEEN THE OHIO STATE UNIVERSITY AND THE CITY OF COLUMBUS  
OLENTANGY RIVER ROAD, COLUMBUS, FRANKLIN COUNTY, OHIO

#### **Background**

The City of Columbus is planning for construction of the Lower Olentangy Tunnel, a 12-foot diameter tunnel that will extend more than three miles in length from Tuttle Park on the north end to Vine Street in the Arena District on the south end. They are constructing the tunnel to collect combined sewer overflows, which will provide relief at connection points along existing interceptor sewers near the Olentangy River. The project is a result of an Ohio Environmental Protection Agency consent order to reduce sewer overflows and improve surface water quality. The infrastructure will be constructed by tunneling beneath the ground with a boring machine at a depth of approximately 55 to 70 feet. The city's project will impact university land at two points: near Coffey Field and near the Longaberger Alumni House, both of which are located along Olentangy River Road.

In late 2020, the university granted the city a 25-year easement for construction of the tunnel. This easement was intended to serve as an interim step to providing the city a perpetual easement, which cannot be granted until approval is received from the State of Ohio General Assembly. Timelines to obtain assembly approval are currently unknown.

#### **Location and Description**

The property to be impacted by the tunnel and the proposed perpetual easement includes Franklin County parcel identification numbers 010-203994 and 010-062731. The property is located within the City of Columbus and lies within the Columbus campus.

The city has compensated the university for the project at a value of \$575,138. The easement area comprises 2.301 acres. The City of Columbus will be responsible for all tunnel maintenance and operation within the easement area.

#### **Easement Recommendation**

Planning, Architecture and Real Estate recommends execution of the perpetual easement 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.





 CHARITABLE PHARMACY AND MARKET

Prepared by: The Ohio State University  
Office of Planning, Architecture and Real Estate  
Issue Date: April 19, 2021  
The Ohio State University Board of Trustees

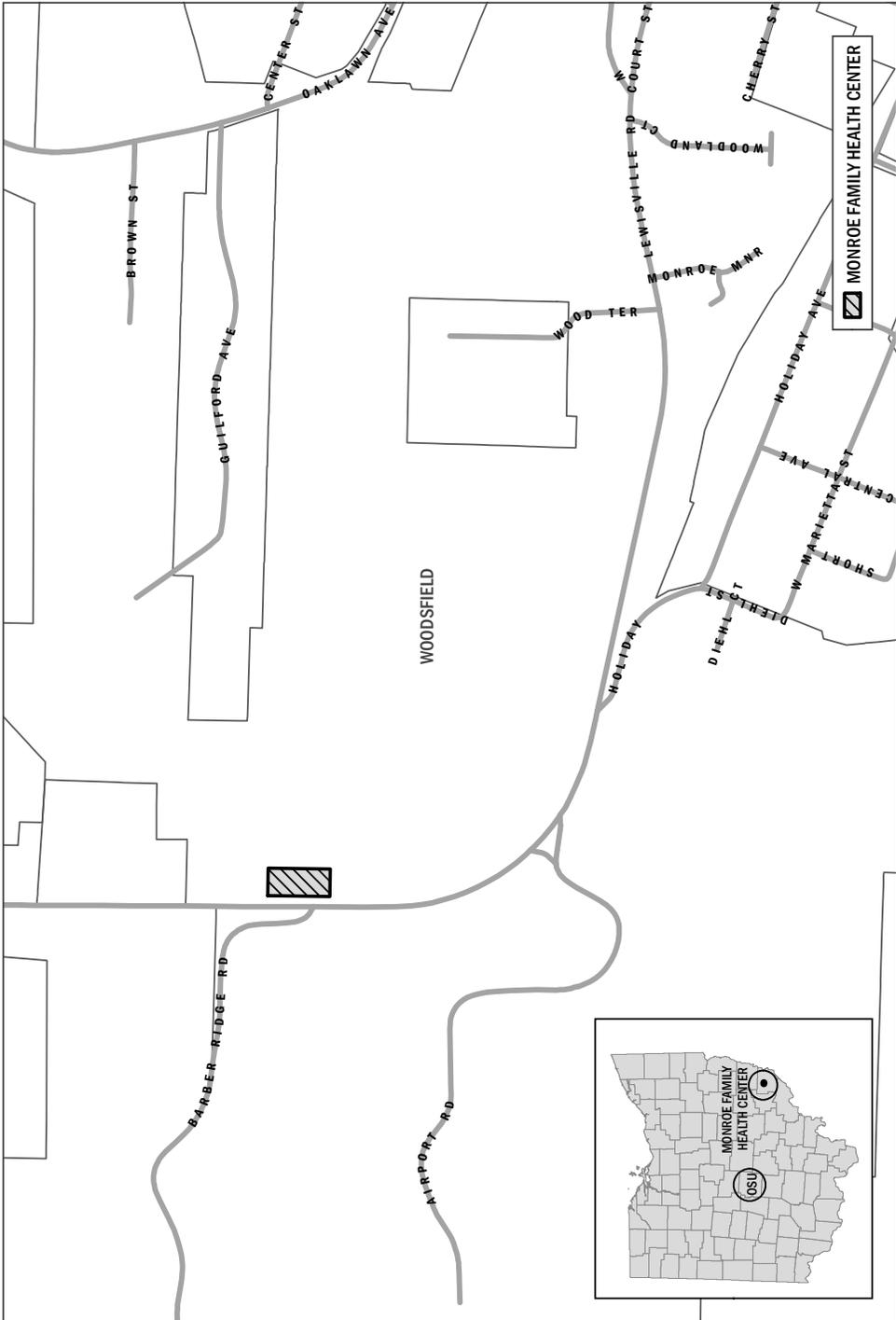
JOINT USE AGREEMENT BETWEEN  
THE OHIO STATE UNIVERSITY AND CHARITABLE PHARMACY AND MARKET  
1464 CLEVELAND AVENUE  
COLUMBUS, OHIO 43211





Prepared by: The Ohio State University  
Office of Planning, Architecture and Real Estate  
Issue Date: April 19, 2021  
The Ohio State University Board of Trustees

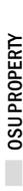
JOINT USE AGREEMENT BETWEEN  
THE OHIO STATE UNIVERSITY AND KNOX COUNTY REGIONAL AIRPORT  
6481 KINNEY RD  
MT VERNON, OHIO 43050



Prepared by: The Ohio State University  
Office of Planning, Architecture and Real Estate  
Issue Date: April 19, 2021  
The Ohio State University Board of Trustees

JOINT USE AGREEMENT BETWEEN  
THE OHIO STATE UNIVERSITY AND MONROE FAMILY HEALTH CENTER  
584 LEWISVILLE ROAD  
WOODSFIELD, OHIO 43793



 PAST FOUNDATION  
 OSU PROPERTY

Prepared by: The Ohio State University  
Office of Planning and Real Estate  
Issue Date: May 14, 2018  
The Ohio State University Board of Trustees

JOINT USE AGREEMENT BETWEEN  
THE OHIO STATE UNIVERSITY AND THE PAST FOUNDATION  
1003 KINNEER ROAD  
COLUMBUS, OHIO 43212

 THE OHIO STATE UNIVERSITY

**BACKGROUND**

**Topic:**

Academic Year 2021-2022 Tuition and Mandatory fees

**Context:**

The Board of Trustees sets rates for tuition and mandatory fees for each academic year. The adopted rates will be reflected in the Fiscal Year 2022 budget.

This summary first lays out the total cost of tuition and mandatory fees for each type of undergraduate student to reflect the university's focus on overall affordability. With the Ohio State Tuition Guarantee, the tuition and fee rates set for each incoming cohort of new first-year undergraduates are frozen for the entirety of a four-year education. State law requires the board to set rates for individual fees contained within these totals. Those line items are listed below.

UNDERGRADUATE TUITION & FEES - COLUMBUS									
DESCRIPTION	FY 2015	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	1-year change		5 YEAR CAGR
<b>BASE (RESIDENT) TUITION AND MANDATORY FEES</b>									
Continuing (pre-Guarantee)	\$10,037	\$10,037	\$10,037	\$10,037	\$10,037	\$10,037	\$0	0.0%	NA
Cohort 2018-19			\$10,726	\$10,726	\$10,726	\$10,726	\$0	0.0%	1.3%
Cohort 2019-20				\$11,084	\$11,084	\$11,084	\$0	0.0%	2.0%
Cohort 2020-21					\$11,518	\$11,518	\$0	0.0%	2.8%
Cohort 2021-22						\$11,936	\$418	3.6%	3.5%
<b>U.S. NON-RESIDENT TUITION AND FEES</b>									
Continuing (pre-Guarantee)	\$26,537	\$29,141	\$30,053	\$31,014	\$32,021	\$33,120	\$1,099	3.4%	NA
Cohort 2018-19			\$30,742	\$31,703	\$32,710	\$33,809	\$1,099	3.4%	3.6%
Cohort 2019-20				\$32,061	\$33,068	\$34,167	\$1,099	3.3%	3.9%
Cohort 2020-21					\$33,502	\$34,601	\$1,099	3.3%	4.1%
Cohort 2021-22						\$35,019	\$1,517	4.5%	4.4%
<b>INTERNATIONAL TUITION AND FEES</b>									
Continuing (pre-Guarantee)	\$30,161	\$31,073	\$31,985	\$32,946	\$33,953	\$35,052	\$1,099	3.2%	NA
Cohort 2018-19			\$33,670	\$34,631	\$35,638	\$36,737	\$1,099	3.1%	4.7%
Cohort 2019-20				\$34,989	\$35,996	\$37,095	\$1,099	3.1%	4.9%
Cohort 2020-21					\$36,430	\$37,529	\$1,099	3.0%	4.5%
Cohort 2021-22						\$37,947	\$1,517	4.2%	4.7%
<b>HOUSING AND DINING (rates for previous Tuition Guarantee cohorts continue to be frozen)</b>									
Housing (Rate I plan)	\$6,560	\$8,348	\$8,472	\$8,658	\$8,874	\$9,096	\$222	2.5%	2.9%
Dining (Gray 10 plan)	\$3,700	\$3,904	\$3,962	\$4,050	\$4,152	\$4,256	\$104	2.5%	2.3%
Total - housing and dining	\$10,260	\$12,252	\$12,434	\$12,708	\$13,026	\$13,352	\$326	2.6%	2.7%

May 18-20, 2021, Board of Trustees Meetings

UNDERGRADUATE TUITION & FEES - LIMA, MANSFIELD, MARION AND NEWARK									
DESCRIPTION	FY 2015	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	1-year change		5 YEAR CAGR
<b>BASE (RESIDENT) TUITION AND MANDATORY FEES</b>									
Continuing (pre-Guarantee)	\$7,140	\$7,140	\$7,140	\$7,140	\$7,140	\$7,140	\$0	0.0%	NA
Cohort 2018-19			\$7,644	\$7,644	\$7,644	\$7,644	\$0	0.0%	1.4%
Cohort 2019-20				\$7,912	\$7,912	\$7,912	\$0	0.0%	2.1%
Cohort 2020-21					\$8,237	\$8,237	\$0	0.0%	2.9%
Cohort 2021-22						\$8,550	\$313	3.8%	3.7%
<b>U.S. NON-RESIDENT TUITION AND FEES</b>									
Continuing (pre-Guarantee)	\$23,640	\$26,244	\$27,156	\$28,117	\$29,124	\$30,223	\$1,099	3.8%	NA
Cohort 2018-19			\$27,660	\$28,621	\$29,628	\$30,727	\$1,099	3.7%	3.9%
Cohort 2019-20				\$28,889	\$29,896	\$30,995	\$1,099	3.7%	4.1%
Cohort 2020-21					\$30,221	\$31,320	\$1,099	3.6%	4.3%
Cohort 2021-22						\$31,633	\$1,412	4.7%	4.5%
<b>INTERNATIONAL TUITION AND FEES</b>									
Continuing (pre-Guarantee)	\$27,264	\$28,176	\$29,088	\$30,049	\$31,056	\$32,155	\$1,099	3.5%	NA
Cohort 2018-19			\$30,588	\$31,549	\$32,556	\$33,655	\$1,099	3.4%	5.1%
Cohort 2019-20				\$31,817	\$32,824	\$33,923	\$1,099	3.3%	5.2%
Cohort 2020-21					\$33,149	\$34,248	\$1,099	3.3%	4.7%
Cohort 2021-22						\$34,561	\$1,412	4.3%	4.9%
<b>HOUSING AND DINING (rates for previous Tuition Guarantee cohorts continue to be frozen)</b>									
Housing (Newerk 2 BR)	\$6,560	\$7,526	\$7,638	\$7,806	\$8,001	\$8,201	\$200	2.5%	2.9%
Dining (Carmen 1 plan)	\$758	\$844	\$856	\$875	\$898	\$920	\$22	2.4%	2.3%
Total - housing and dining	\$7,318	\$8,370	\$8,494	\$8,681	\$8,899	\$9,121	\$222	2.6%	2.9%

UNDERGRADUATE TUITION & FEES - ATI									
DESCRIPTION	FY 2015	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	1-year change		5 YEAR CAGR
<b>BASE (RESIDENT) TUITION AND MANDATORY FEES</b>									
Continuing (pre-Guarantee)	\$7,104	\$7,104	\$7,104	\$7,104	\$7,104	\$7,104	\$0	0.0%	NA
Cohort 2018-19			\$7,608	\$7,608	\$7,608	\$7,608	\$0	0.0%	1.4%
Cohort 2019-20				\$7,874	\$7,874	\$7,874	\$0	0.0%	2.1%
Cohort 2020-21					\$8,197	\$8,197	\$0	0.0%	2.9%
Cohort 2021-22						\$8,508	\$311	3.8%	3.7%
<b>U.S. NON-RESIDENT TUITION AND FEES</b>									
Continuing (pre-Guarantee)	\$23,604	\$26,208	\$27,120	\$28,081	\$29,088	\$30,187	\$1,099	3.8%	NA
Cohort 2018-19			\$27,624	\$28,585	\$29,592	\$30,691	\$1,099	3.7%	3.9%
Cohort 2019-20				\$28,851	\$29,858	\$30,957	\$1,099	3.7%	4.1%
Cohort 2020-21					\$30,181	\$31,280	\$1,099	3.6%	4.3%
Cohort 2021-22						\$31,591	\$1,410	4.7%	4.5%
<b>INTERNATIONAL TUITION AND FEES</b>									
Continuing (pre-Guarantee)	\$27,228	\$28,140	\$29,052	\$30,013	\$31,020	\$32,119	\$1,099	3.5%	NA
Cohort 2018-19			\$30,552	\$31,513	\$32,520	\$33,619	\$1,099	3.4%	5.1%
Cohort 2019-20				\$31,779	\$32,786	\$33,885	\$1,099	3.4%	5.3%
Cohort 2020-21					\$33,109	\$34,208	\$1,099	3.3%	4.7%
Cohort 2021-22						\$34,519	\$1,410	4.3%	4.9%
<b>HOUSING AND DINING (rates for previous Tuition Guarantee cohorts continue to be frozen)</b>									
Housing (Newerk 2 BR)	\$6,560	\$7,526	\$7,638	\$7,806	\$8,001	\$8,201	\$200	2.5%	2.9%
Dining (Carmen 1 plan)	\$758	\$844	\$856	\$875	\$898	\$920	\$22	2.4%	2.3%
Total - housing and dining	\$7,318	\$8,370	\$8,494	\$8,681	\$8,899	\$9,121	\$222	2.6%	2.9%

**Undergraduate factors in these totals:**

- New first-year students enrolled at all campuses in 2021-22 will be part of a new Ohio State Tuition Guarantee cohort. Tuition and mandatory fees for 2021-22 cohort:
  - 3.8% increase in tuition (instructional and general fees)
  - 0% increase on other mandatory fees.
  - Housing and dining charges included in the guarantee are set out in the Fiscal Year 2022 User Fees and Charges resolution.
- Students in the Tuition Guarantee cohorts that began in Fiscal Years 2019, 2020, and 2021 will continue at the rates established for their cohorts and will therefore see no change (0%) in their tuition, mandatory fees, and room and board rates for Fiscal Year 2022
- Students in the Tuition Guarantee cohort that began in Autumn of 2017 (Fiscal Year 2018) will move to the Tuition Guarantee cohort rates established for Fiscal Year 2019 as the Tuition Guarantee is for four years.
- Non-resident surcharge: 5.0% increase
- International surcharge: 0% increase on new and existing students

**Graduate (Master's and Ph.D.) program charges:**

- Tuition and mandatory fees: 0%
- Non-resident surcharge: 5.0% increase, except as noted in Fiscal Year 2022 User Fees and Charges resolution

**Requested of The Board of Trustees:**

Approval of the attached resolution regarding Academic Year 2021-2022 tuition and fees.

**The Ohio State University Board of Trustees**

**May 20, 2021**

Approval of Academic Year 2021-2022 Tuition and Mandatory Fee Rates

- I. Background
  - II. Tuition and mandatory fees
    - a. Recommended undergraduate and graduate tuition and fees for Columbus.
    - b. Recommended undergraduate and graduate tuition and fees for regional campuses and ATI
    - c. Comparison to other selective admission Ohio universities
    - d. Benchmark comparisons
    - e. Recommended distance learning non-resident surcharges
  - III. Summary and Conclusions
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**I. Considerations in Setting Tuition and Fees**

The university considers many factors in developing the proposed Academic Year 2021-2022 tuition and mandatory fee recommendations. These include:

- A. Our commitment to access, affordability and excellence, including
  - Pathways for students to attend Ohio State (all campuses)
  - Controlling costs and providing financial aid to support students
  - Clarity and predictability for incoming Ohio resident students and their families through the Ohio State Tuition Guarantee, which sets base tuition and fees (as well as housing and dining rates) for four years
  - Investments in academic quality
- B. Financial factors we consider
  - State funding and regulatory requirements
    - i. State Share of Instruction
    - ii. Flexibility on resident tuition and fees for continuing students
    - iii. Tuition rates in Ohio State Tuition Guarantee for the 2021-22 cohort of new first-year students only
  - Peer comparisons/competition for students and faculty (See Section II-Part C for a comparison of tuition and mandatory fees among main campuses of Ohio universities.)
  - Inflationary pressures on the university's budget

**II. Tuition**

**A. Recommended tuition and mandatory fees effective Autumn semester 2021 (Fiscal Year 2022) - Columbus**

**1. New First-Year Undergraduates:**

- a. Ohio resident students: As members of the 2021-22 cohort of the Ohio State Tuition Guarantee, base tuition and mandatory fees will be frozen for four years for Ohio residents, as will housing and dining rates. Tuition and mandatory fees will be \$11,936, a 3.6% effective increase compared with the 2020-21 tuition guarantee cohort. The total includes a 3.8% increase in tuition (instructional and general fees) and no change to the other mandatory fees (Student Activity, Recreation, Student Union, and COTA).
- b. Non-resident domestic students: Tuition and mandatory fees will be \$35,019, a 4.5% effective increase compared with new first-year students who entered in 2020-21. The total includes the 3.6% increase to the total resident (base) tuition and fees and a 5.0% increase to the non-resident surcharge. The State of Ohio requires a non-resident surcharge.
- c. International students: Tuition and fees will be \$37,947, a 4.2% effective increase compared with the 2020-21 tuition guarantee cohort. The total reflects the 3.6% increase to resident (base) tuition and fees, the 5.0% increase to the non-resident surcharge, and the freeze to the international surcharge.

UNDERGRADUATE OHIO STATE TUITION GUARANTEE - COHORT 2021-22					
Description	FY 2021	FY 2022	Change	% Change	
<b>Fees:</b>					
Instructional Fees	\$ 10,615	\$ 11,018	\$ 403	3.8%	
General	401	416	15	3.7%	
Student Activity	80	80	-	0.0%	
Student Union	149	149	-	0.0%	
Rec Fee	246	246	-	0.0%	
COTA Fee	27	27	-	0.0%	
<b>Total Resident</b>	<b>\$ 11,518</b>	<b>\$ 11,936</b>	<b>\$ 418</b>	<b>3.6%</b>	
Non-Resident Surcharge	\$ 21,984	\$ 23,083	\$ 1,099	5.0%	
<b>Total Non-Resident Domestic</b>	<b>\$ 33,502</b>	<b>\$ 35,019</b>	<b>\$ 1,517</b>	<b>4.5%</b>	
International Surcharge	\$ 2,928	\$ 2,928	\$ -	0.0%	
<b>Total Non-Resident International</b>	<b>\$ 36,430</b>	<b>\$ 37,947</b>	<b>\$ 1,517</b>	<b>4.2%</b>	

**2. Second-Year Undergraduates reflecting the Ohio State Tuition Guarantee (continuing 2020-21 Tuition Guarantee cohort and corresponding Tuition Guarantee-eligible transfer students)**

- a. Ohio resident students: Tuition and fees will remain at \$11,518.
- b. Non-resident domestic students: Tuition and fees will be \$34,601, a 3.3% effective increase. This total reflects base (resident) tuition and fees and the 5.0% increase to the non-resident surcharge. The State of Ohio requires a non-resident surcharge.
- c. International students: Tuition and fees will be \$37,529, a 3.0% effective increase. This total reflects base (resident) tuition and fees, the 5.0% increase to the non-resident surcharge, and the freeze to the international surcharge.

UNDERGRADUATE OHIO STATE TUITION GUARANTEE - COHORT 2020-21					
Description	FY 2021	FY 2022	Change	% Change	
<b>Fees:</b>					
Instructional Fees	\$ 10,615	\$ 10,615	\$ -	0.0%	
General	401	401	-	0.0%	
Student Activity	80	80	-	0.0%	
Student Union	149	149	-	0.0%	
Rec Fee	246	246	-	0.0%	
COTA Fee	27	27	-	0.0%	
<b>Total Resident</b>	<b>\$ 11,518</b>	<b>\$ 11,518</b>	<b>\$ -</b>	<b>0.0%</b>	
Non-Resident Surcharge	\$ 21,984	\$ 23,083	\$ 1,099	5.0%	
<b>Total Non-Resident Domestic</b>	<b>\$ 33,502</b>	<b>\$ 34,601</b>	<b>\$ 1,099</b>	<b>3.3%</b>	
International Surcharge	\$ 2,928	\$ 2,928	\$ -	0.0%	
<b>Total Non-Resident International</b>	<b>\$ 36,430</b>	<b>\$ 37,529</b>	<b>\$ 1,099</b>	<b>3.0%</b>	

3. Third-Year Undergraduates reflecting the Ohio State Tuition Guarantee (continuing 2019-20 Tuition Guarantee cohort and corresponding Tuition Guarantee-eligible transfer students)
  - a. Ohio resident students: Tuition and fees will remain at \$11,084.
  - b. Non-resident domestic students: Tuition and fees will be \$34,167, a 3.3% effective increase. This total reflects base (resident) tuition and fees and the 5.0% increase to the non-resident surcharge. The State of Ohio requires a non-resident surcharge.
  - c. International students: Tuition and fees will be \$37,095, a 3.1% effective increase. This total reflects base (resident) tuition and fees, the 5.0% increase to the non-resident surcharge, and the freeze to the international surcharge.

UNDERGRADUATE OHIO STATE TUITION GUARANTEE - COHORT 2019-20					
Description	FY 2021	FY 2022	Change	% Change	
<b>Fees:</b>					
Instructional Fees	\$ 10,197	\$ 10,197	\$ -	0.0%	
General	385	385	-	0.0%	
Student Activity	80	80	-	0.0%	
Student Union	149	149	-	0.0%	
Rec Fee	246	246	-	0.0%	
COTA Fee	27	27	-	0.0%	
<b>Total Resident</b>	<b>\$ 11,084</b>	<b>\$ 11,084</b>	<b>\$ -</b>	<b>0.0%</b>	
Non-Resident Surcharge	\$ 21,984	\$ 23,083	\$ 1,099	5.0%	
<b>Total Non-Resident Domestic</b>	<b>\$ 33,068</b>	<b>\$ 34,167</b>	<b>\$ 1,099</b>	<b>3.3%</b>	
International Surcharge	\$ 2,928	\$ 2,928	\$ -	0.0%	
<b>Total Non-Resident International</b>	<b>\$ 35,996</b>	<b>\$ 37,095</b>	<b>\$ 1,099</b>	<b>3.1%</b>	

4. Fourth-Year Undergraduates under the Ohio State Tuition Guarantee (continuing 2018-19 Tuition Guarantee cohort and corresponding Tuition Guarantee-eligible transfer students)
  - a. Ohio resident students: Tuition and mandatory fees will remain at \$10,726.
  - b. Non-resident domestic students: Tuition and mandatory fees will be \$33,809, a 3.4% effective increase. This total reflects base (resident) tuition and fees and the 5.0% increase to the non-resident surcharge. The State of Ohio requires a non-resident surcharge.
  - c. International students: Tuition and mandatory fees will be \$36,737, a 3.1% effective increase. This total reflects base (resident) tuition and fees, the 5.0% increase to the non-resident surcharge, and the freeze to the international surcharge.

UNDERGRADUATE OHIO STATE TUITION GUARANTEE - COHORT 2018-19					
Description	FY 2021	FY 2022	Change	% Change	
<b>Fees:</b>					
Instructional Fees	\$ 9,852	\$ 9,852	\$ -	0.0%	
General	372	372	\$ -	0.0%	
Student Activity	80	80	\$ -	0.0%	
Student Union	149	149	\$ -	0.0%	
Rec Fee	246	246	\$ -	0.0%	
COTA Fee	27	27	\$ -	0.0%	
<b>Total Resident</b>	<b>\$ 10,726</b>	<b>\$ 10,726</b>	<b>\$ -</b>	<b>0.0%</b>	
Non-Resident Surcharge	\$ 21,984	\$ 23,083	\$ 1,099	5.0%	
<b>Total Non-Resident Domestic</b>	<b>\$ 32,710</b>	<b>\$ 33,809</b>	<b>\$ 1,099</b>	<b>3.4%</b>	
International Surcharge	\$ 2,928	\$ 2,928	\$ -	0.0%	
<b>Total Non-Resident International</b>	<b>\$ 35,638</b>	<b>\$ 36,737</b>	<b>\$ 1,099</b>	<b>3.1%</b>	

5. Fifth-Year Undergraduates under the Ohio State Tuition Guarantee (continuing 2017-18 Tuition Guarantee cohort and corresponding Tuition Guarantee-eligible transfer students) will move to the Tuition Guarantee cohort (2018-19) rates established for Fiscal Year 2019
6. Undergraduates not involved in the Tuition Guarantee (Continuing students who began prior to the Tuition Guarantee and corresponding transfer students)
  - a. Ohio resident students: Tuition and mandatory fees will remain at \$10,037, a rate originally set in 2012-13.
  - b. Non-resident domestic students: Tuition and mandatory fees will be \$33,120, a 3.4% effective increase. The total reflects the freeze on base tuition and the 5.0% increase to the non-resident surcharge. The State of Ohio requires a non-resident surcharge.
  - c. International students: Tuition and mandatory fees will be \$35,052, a 3.2% effective increase. The total reflects the freeze on base tuition, the 5.0% increase to the non-resident surcharge and the continuing freeze to the international fee (\$1,932 annually for most students) charged at the time they started at the university.

UNDERGRADUATE OHIO STATE PRE-TUITION GUARANTEE					
Description	FY 2021	FY 2022	Change	% Change	
<b>Fees:</b>					
Instructional Fees	\$ 9,168	\$ 9,168	\$ -	0.0%	
General	372	\$ 372	\$ -	0.0%	
Student Activity	75	\$ 75	\$ -	0.0%	
Student Union	149	\$ 149	\$ -	0.0%	
Rec Fee	246	\$ 246	\$ -	0.0%	
COTA Fee	27	\$ 27	\$ -	0.0%	
<b>Total Resident</b>	<b>\$ 10,037</b>	<b>\$ 10,037</b>	<b>\$ -</b>	<b>0.0%</b>	
Non-Resident Surcharge	\$ 21,984	\$ 23,083	\$ 1,099	5.0%	
<b>Total Non-Resident Domestic</b>	<b>\$ 32,021</b>	<b>\$ 33,120</b>	<b>\$ 1,099</b>	<b>3.4%</b>	
International Surcharge	\$ 1,932	\$ 1,932	\$ -	0.0%	
<b>Total Non-Resident International</b>	<b>\$ 33,953</b>	<b>\$ 35,052</b>	<b>\$ 1,099</b>	<b>3.2%</b>	

7. Graduate (Master's and Ph.D.) Program tuition and mandatory fees

- a. Graduate students: Tuition and mandatory fees will remain at \$12,425.
- b. Non-resident graduate students: Tuition and fees will be \$38,377, a 3.3% effective increase. This reflects a 5.0% increase to the non-resident surcharge for most programs. (See the Fiscal Year 2022 User Fees and Charges resolution and background for information on programs that are not applying the standard increase to the non-resident surcharge.)

GRADUATE (Master's and Ph.D.) - COLUMBUS					
Description	FY 2021	FY 2022	Change	% Change	
<b>Fees:</b>					
Instructional Fees	\$ 11,560	\$ 11,560	\$ -	0.0%	
General	\$ 368	\$ 368	\$ -	0.0%	
Student Activity	\$ 75	\$ 75	\$ -	0.0%	
Student Union	\$ 149	\$ 149	\$ -	0.0%	
Rec Fee	\$ 246	\$ 246	\$ -	0.0%	
COTA Fee	\$ 27	\$ 27	\$ -	0.0%	
<b>Total Resident</b>	<b>\$ 12,425</b>	<b>\$ 12,425</b>	<b>\$ -</b>	<b>0.0%</b>	
Non-Resident Surcharge	\$ 24,716	\$ 25,952	\$ 1,236	5.0%	
<b>Total Non-Resident Domestic</b>	<b>\$ 37,141</b>	<b>\$ 38,377</b>	<b>\$ 1,236</b>	<b>3.3%</b>	

B. Recommended tuition and mandatory fees effective Autumn semester 2021 (Fiscal Year 2022) - Regional Campuses and Agricultural Technical Institute (ATI).

1. New first-year undergraduates.

**Regional Campuses (Lima, Mansfield, Marion and Newark)**

- a. Ohio resident students: As members of the 2021-22 cohort of the Ohio State Tuition Guarantee, base tuition will be frozen for four years, as will applicable housing and dining

rates. Tuition (instructional and general fees) will be \$8,550, an increase of 3.8% from the 2020-21 tuition guarantee cohort.

- b. Non-resident domestic students: Tuition and fees will be \$31,633, a 4.7% effective increase compared with new first-year students in 2020-21. The total reflects the 3.8% increase to resident (base) tuition and a 5.0% increase to the non-resident surcharge. The State of Ohio requires a non-resident surcharge.
- c. International students: Tuition and fees will be \$34,561, a 4.3% effective increase compared with the 2020-21 tuition guarantee cohort. The total reflects the 3.8% increase to resident (base) tuition and fees, the 5.0% increase to the non-resident surcharge and the freeze to the international surcharge.

UNDERGRADUATE OHIO STATE TUITION GUARANTEE - COHORT 2021-22					
Description	FY 2021	FY 2022	Change	% Change	
<b>Fees:</b>					
Instructional Fees	\$ 7,991	\$ 8,295	\$ 304	3.8%	
General	\$ 246	\$ 255	\$ 9	3.7%	
<b>Total Resident</b>	<b>\$ 8,237</b>	<b>\$ 8,550</b>	<b>\$ 313</b>	<b>3.8%</b>	
Non-Resident Surcharge	\$ 21,984	\$ 23,083	\$ 1,099	5.0%	
<b>Total Non-Resident Domestic</b>	<b>\$ 30,221</b>	<b>\$ 31,633</b>	<b>\$ 1,412</b>	<b>4.7%</b>	
International Surcharge	\$ 2,928	\$ 2,928	\$ -	0.0%	
<b>Total Non-Resident International</b>	<b>\$ 33,149</b>	<b>\$ 34,561</b>	<b>\$ 1,412</b>	<b>4.3%</b>	

**ATI**

- a. Ohio resident students: As members of the 2021-22 cohort of the Ohio State Tuition Guarantee, base tuition will be frozen for four years, as will applicable housing and dining rates. Tuition (instructional and general fees) will be \$8,508, an increase of 3.8% from the 2020-21 tuition guarantee cohort.
- b. Non-resident domestic students: Tuition and fees will be \$31,591, a 4.7% effective increase compared with new first-year students in 2020-21. The total reflects the 3.8% increase to resident (base) tuition and a 5.0% increase to the non-resident surcharge. The State of Ohio requires a non-resident surcharge.
- c. International students: Tuition and fees will be \$34,519, a 4.3% effective increase compared with the 2020-21 tuition guarantee cohort. The total reflects the 3.8% increase to resident (base) tuition and fees, the 5.0% increase to the non-resident surcharge and the freeze to the international surcharge.

UNDERGRADUATE OHIO STATE TUITION GUARANTEE - COHORT 2021-22					
Description	FY 2021	FY 2022	Change	% Change	
<b>Fees:</b>					
Instructional Fees	\$ 7,951	\$ 8,253	\$ 302	3.8%	
General	\$ 246	\$ 255	\$ 9	3.7%	
<b>Total Resident</b>	<b>\$ 8,197</b>	<b>\$ 8,508</b>	<b>\$ 311</b>	<b>3.8%</b>	
Non-Resident Surcharge	\$ 21,984	\$ 23,083	\$ 1,099	5.0%	
<b>Total Non-Resident Domestic</b>	<b>\$ 30,181</b>	<b>\$ 31,591</b>	<b>\$ 1,410</b>	<b>4.7%</b>	
International Surcharge	\$ 2,928	\$ 2,928	\$ -	0.0%	
<b>Total Non-Resident International</b>	<b>\$ 33,109</b>	<b>\$ 34,519</b>	<b>\$ 1,410</b>	<b>4.3%</b>	

2. Second-Year Undergraduates under the Ohio State Tuition Guarantee (continuing 2020-21 Tuition Guarantee cohort and corresponding Tuition Guarantee-eligible transfer students)

Regional Campuses (Lima, Mansfield, Marion and Newark)

- a. Ohio resident students: Tuition will remain at \$8,237.
- b. Non-resident domestic students: Tuition will be \$31,320, a 3.6% effective increase. This total reflects base (resident) tuition and fees and the 5.0% increase to the non-resident surcharge. The State of Ohio requires a non-resident surcharge.
- c. International students: Tuition and fees will be \$34,248, a 3.3% effective increase. This total reflects base (resident) tuition and fees, and the 5.0% increase to the non-resident surcharge and the freeze to the international surcharge.

UNDERGRADUATE OHIO STATE TUITION GUARANTEE - COHORT 2020-21					
Description	FY 2021	FY 2022	Change	% Change	
<b>Fees:</b>					
Instructional Fees	\$ 7,991	\$ 7,991	\$ -	0.0%	
General	\$ 246	\$ 246	\$ -	0.0%	
<b>Total Resident</b>	<b>\$ 8,237</b>	<b>\$ 8,237</b>	<b>\$ -</b>	<b>0.0%</b>	
Non-Resident Surcharge	\$ 21,984	\$ 23,083	\$ 1,099	5.0%	
<b>Total Non-Resident Domestic</b>	<b>\$ 30,221</b>	<b>\$ 31,320</b>	<b>\$ 1,099</b>	<b>3.6%</b>	
International Surcharge	\$ 2,928	\$ 2,928	\$ -	0.0%	
<b>Total Non-Resident International</b>	<b>\$ 33,149</b>	<b>\$ 34,248</b>	<b>\$ 1,099</b>	<b>3.3%</b>	

**ATI**

- a. Ohio resident students: Tuition will remain at \$8,197.
- b. Non-resident domestic students: Tuition will be \$31,280, a 3.6% effective increase. This total reflects base (resident) tuition and fees and the 5.0% increase to the non-resident surcharge. The State of Ohio requires a non-resident surcharge.
- c. International students: Tuition and fees will be \$34,208, a 3.3% effective increase. This total reflects base (resident) tuition and fees, the 5.0% increase to the non-resident surcharge and the freeze to the international surcharge.

<b>UNDERGRADUATE OHIO STATE TUITION GUARANTEE - COHORT 2020-21</b>					
Description	FY 2021	FY 2022	Change	% Change	
<b>Fees:</b>					
Instructional Fees	\$ 7,951	\$ 7,951	\$ -	0.0%	
General	\$ 246	\$ 246	\$ -	0.0%	
<b>Total Resident</b>	<b>\$ 8,197</b>	<b>\$ 8,197</b>	<b>\$ -</b>	<b>0.0%</b>	
Non-Resident Surcharge	\$ 21,984	\$ 23,083	\$ 1,099	5.0%	
<b>Total Non-Resident Domestic</b>	<b>\$ 30,181</b>	<b>\$ 31,280</b>	<b>\$ 1,099</b>	<b>3.6%</b>	
International Surcharge	\$ 2,928	\$ 2,928	\$ -	0.0%	
<b>Total Non-Resident International</b>	<b>\$ 33,109</b>	<b>\$ 34,208</b>	<b>\$ 1,099</b>	<b>3.3%</b>	

- 3. Third-Year Undergraduates under the Ohio State Tuition Guarantee (continuing 2019-20 Tuition Guarantee cohort and corresponding Tuition Guarantee-eligible transfer students)

**Regional Campuses (Lima, Mansfield, Marion and Newark)**

- a. Ohio resident students: Tuition will remain at \$7,912.
- b. Non-resident domestic students: Tuition will be \$30,995, a 3.7% effective increase. This total reflects base (resident) tuition and fees and the 5.0% increase to the non-resident surcharge. The State of Ohio requires a non-resident surcharge.
- c. International students: Tuition and fees will be \$33,923, a 3.3% effective increase. This total reflects base (resident) tuition and fees, the 5.0% increase to the non-resident surcharge, and the freeze to the international surcharge.

UNDERGRADUATE OHIO STATE TUITION GUARANTEE - COHORT 2019-20				
Description	FY 2021	FY 2022	Change	% Change
<b>Fees:</b>				
Instructional Fees	\$ 7,676	\$ 7,676	\$ -	0.0%
General	\$ 236	\$ 236	\$ -	0.0%
<b>Total Resident</b>	<b>\$ 7,912</b>	<b>\$ 7,912</b>	<b>\$ -</b>	<b>0.0%</b>
Non-Resident Surcharge	\$ 21,984	\$ 23,083	\$ 1,099	5.0%
<b>Total Non-Resident Domestic</b>	<b>\$ 29,896</b>	<b>\$ 30,995</b>	<b>\$ 1,099</b>	<b>3.7%</b>
International Surcharge	\$ 2,928	\$ 2,928	\$ -	0.0%
<b>Total Non-Resident International</b>	<b>\$ 32,824</b>	<b>\$ 33,923</b>	<b>\$ 1,099</b>	<b>3.3%</b>

**ATI**

- a. Ohio resident students: Tuition will remain at \$7,874.
- b. Non-resident domestic students: Tuition will be \$30,957, a 3.7% effective increase. This total reflects base (resident) tuition and fees and the 5.0% increase to the non-resident surcharge. The State of Ohio requires a non-resident surcharge.
- c. International students: Tuition and fees will be \$33,885, a 3.4% effective increase. This total reflects base (resident) tuition and fees, the 5.0% increase to the non-resident surcharge, and the freeze to the international surcharge.

UNDERGRADUATE OHIO STATE TUITION GUARANTEE - COHORT 2019-20				
Description	FY 2021	FY 2022	Change	% Change
<b>Fees:</b>				
Instructional Fees	\$ 7,638	\$ 7,638	\$ -	0.0%
General	\$ 236	\$ 236	\$ -	0.0%
<b>Total Resident</b>	<b>\$ 7,874</b>	<b>\$ 7,874</b>	<b>\$ -</b>	<b>0.0%</b>
Non-Resident Surcharge	\$ 21,984	\$ 23,083	\$ 1,099	5.0%
<b>Total Non-Resident Domestic</b>	<b>\$ 29,858</b>	<b>\$ 30,957</b>	<b>\$ 1,099</b>	<b>3.7%</b>
International Surcharge	\$ 2,928	\$ 2,928	\$ -	0.0%
<b>Total Non-Resident International</b>	<b>\$ 32,786</b>	<b>\$ 33,885</b>	<b>\$ 1,099</b>	<b>3.4%</b>

4. Fourth-Year Undergraduates under the Ohio State Tuition Guarantee (continuing 2018-19 Tuition Guarantee cohort and Tuition Guarantee-eligible transfer students)

**Regional Campuses (Lima, Mansfield, Marion and Newark)**

- a. Ohio resident students: Tuition will remain at \$7,644.
- b. Non-resident domestic students: Tuition will be \$30,727, a 3.7% effective increase. This total aligns base (resident) tuition and fees with the corresponding cohort of the Tuition Guarantee

and reflects the 5.0% increase to the non-resident surcharge. The State of Ohio requires a non-resident surcharge.

- c. International students: Tuition and mandatory fees will be \$33,655, a 3.4% effective increase. This total reflects base (resident) tuition and fees, the 5.0% increase to the non-resident surcharge, and the freeze to the international surcharge.

UNDERGRADUATE OHIO STATE TUITION GUARANTEE - COHORT 2018-19					
Description	FY 2021	FY 2022	Change	% Change	
<b>Fees:</b>					
Instructional Fees	\$ 7,416	\$ 7,416	\$ -	0.0%	
General	\$ 228	\$ 228	\$ -	0.0%	
<b>Total Resident</b>	<b>\$ 7,644</b>	<b>\$ 7,644</b>	<b>\$ -</b>	<b>0.0%</b>	
Non-Resident Surcharge	\$ 21,984	\$ 23,083	\$ 1,099	5.0%	
<b>Total Non-Resident Domestic</b>	<b>\$ 29,628</b>	<b>\$ 30,727</b>	<b>\$ 1,099</b>	<b>3.7%</b>	
International Surcharge	\$ 2,928	\$ 2,928	\$ -	0.0%	
<b>Total Non-Resident International</b>	<b>\$ 32,556</b>	<b>\$ 33,655</b>	<b>\$ 1,099</b>	<b>3.4%</b>	

**ATI**

- a. Ohio resident students: Tuition will remain at \$7,608.
- b. Non-resident domestic students: Tuition and fees will be \$30,691, a 3.7% effective increase. This total aligns base (resident) tuition with the corresponding cohort of the Tuition Guarantee and reflects the 5.0% increase to the non-resident surcharge. The State of Ohio requires a non-resident surcharge.
- c. International students: Tuition and mandatory fees will be \$33,619, a 3.4% effective increase. This total reflects base (resident) tuition and fees, the 5.0% increase to the non-resident surcharge, and the freeze to the international surcharge.

UNDERGRADUATE OHIO STATE TUITION GUARANTEE - COHORT 2018-19					
Description	FY 2021	FY 2022	Change	% Change	
<b>Fees:</b>					
Instructional Fees	\$ 7,380	\$ 7,380	\$ -	0.0%	
General	\$ 228	\$ 228	\$ -	0.0%	
<b>Total Resident</b>	<b>\$ 7,608</b>	<b>\$ 7,608</b>	<b>\$ -</b>	<b>0.0%</b>	
Non-Resident Surcharge	\$ 21,984	\$ 23,083	\$ 1,099	5.0%	
<b>Total Non-Resident Domestic</b>	<b>\$ 29,592</b>	<b>\$ 30,691</b>	<b>\$ 1,099</b>	<b>3.7%</b>	
International Surcharge	\$ 2,928	\$ 2,928	\$ -	0.0%	
<b>Total Non-Resident International</b>	<b>\$ 32,520</b>	<b>\$ 33,619</b>	<b>\$ 1,099</b>	<b>3.4%</b>	

5. Fifth-Year Undergraduates under the Ohio State Tuition Guarantee (continuing 2017-18 Tuition Guarantee cohort and Tuition Guarantee-eligible transfer students, will move to the Tuition Guarantee cohort (2018-19) rates established for Fiscal Year 2019

**Regional Campuses (Lima, Mansfield, Marion and Newark) and ATI**

6. Undergraduates not involved in the Tuition Guarantee (Continuing students who began prior to the Tuition Guarantee and corresponding transfer students)

**Regional Campuses (Lima, Mansfield, Marion and Newark)**

- a. Ohio resident students: Tuition will remain at \$7,140.
- b. Non-resident domestic students: Tuition and fees will be \$30,223, a 3.8% effective increase. This total reflects base (resident) tuition and the 5.0% increase to the non-resident surcharge. The State of Ohio requires a non-resident surcharge.
- c. International students: Tuition and mandatory fees will be \$32,115, a 3.5% effective increase. The total reflects the freeze on base tuition, the 5.0% increase to the non-resident surcharge, and the continuing freeze to the international fee (\$1,932 annually for most students) charged at the time they started at the university.

UNDERGRADUATE OHIO STATE PRE-TUITION GUARANTEE					
Description	FY 2021	FY 2022	Change	% Change	
<b>Fees:</b>					
Instructional Fees	\$ 6,912	\$ 6,912	\$ -	0.0%	
General	\$ 228	\$ 228	\$ -	0.0%	
<b>Total Resident</b>	<b>\$ 7,140</b>	<b>\$ 7,140</b>	<b>\$ -</b>	<b>0.0%</b>	
Non-Resident Surcharge	\$ 21,984	\$ 23,083	\$ 1,099	5.0%	
<b>Total Non-Resident Domestic</b>	<b>\$ 29,124</b>	<b>\$ 30,223</b>	<b>\$ 1,099</b>	<b>3.8%</b>	
International Surcharge	\$ 1,932	\$ 1,932	\$ -	0.0%	
<b>Total Non-Resident International</b>	<b>\$ 31,056</b>	<b>\$ 32,155</b>	<b>\$ 1,099</b>	<b>3.5%</b>	

**ATI**

- a. Ohio resident students: Tuition and fees will remain at \$7,104.
- b. Non-resident domestic students: Tuition and fees will be \$30,187, a 3.8% effective increase. This total reflects base (resident) tuition and the 5.0% increase to the non-resident surcharge. The State of Ohio requires a non-resident surcharge.
- c. International students: Tuition and mandatory fees will be \$32,119, a 3.5% effective increase. The total reflects the freeze on base tuition, the 5.0% increase to the non-resident surcharge, and the continuing freeze to the international fee (\$1,932 annually for most students) charged at the time they started at the university.

UNDERGRADUATE OHIO STATE PRE-TUITION GUARANTEE					
Description	FY 2021	FY 2022	Change	% Change	
<b>Fees:</b>					
Instructional Fees	\$ 6,876	\$ 6,876	\$ -	0.0%	
General	\$ 228	\$ 228	\$ -	0.0%	
<b>Total Resident</b>	<b>\$ 7,104</b>	<b>\$ 7,104</b>	<b>\$ -</b>	<b>0.0%</b>	
Non-Resident Surcharge	\$ 21,984	\$ 23,083	\$ 1,099	5.0%	
<b>Total Non-Resident Domestic</b>	<b>\$ 29,088</b>	<b>\$ 30,187</b>	<b>\$ 1,099</b>	<b>3.8%</b>	
International Surcharge	\$ 1,932	\$ 1,932	\$ -	0.0%	
<b>Total Non-Resident International</b>	<b>\$ 31,020</b>	<b>\$ 32,119</b>	<b>\$ 1,099</b>	<b>3.5%</b>	

7. Graduate (Master's and Ph.D.) Program tuition and mandatory Fees – Regionals (no ATI)

- a. Graduate students: Tuition will remain at \$11,736.
- b. Non-resident graduate students: Tuition and fees will be \$37,688, a 3.4% effective increase. This total reflects base tuition and a 5.0% increase in non-resident surcharge.

GRADUATE (Master's and Ph.D.) - REGIONAL					
Description	FY 2021	FY 2022	Change	% Change	
<b>Fees:</b>					
Instructional Fees	\$ 11,496	\$ 11,496	\$ -	0.0%	
General	\$ 240	\$ 240	\$ -	0.0%	
<b>Total Resident</b>	<b>\$ 11,736</b>	<b>\$ 11,736</b>	<b>\$ -</b>	<b>0.0%</b>	
Non-Resident Surcharge	\$ 24,716	\$ 25,952	\$ 1,236	5.0%	
<b>Total Non-Resident Domestic</b>	<b>\$ 36,452</b>	<b>\$ 37,688</b>	<b>\$ 1,236</b>	<b>3.4%</b>	

C. Comparisons to other Ohio selective admissions public universities

The charts below outline undergraduate tuition and mandatory fees for Ohio public universities for Autumn semester 2020 (Fiscal Year 2021).

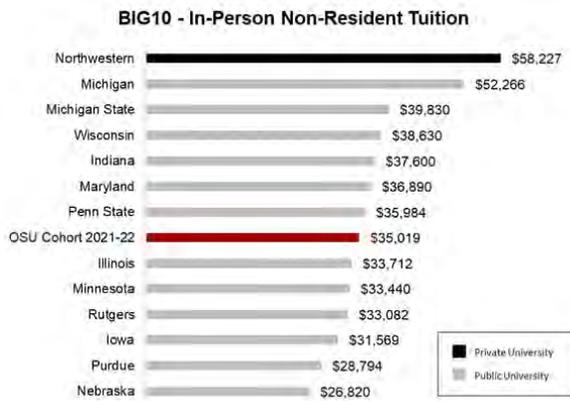
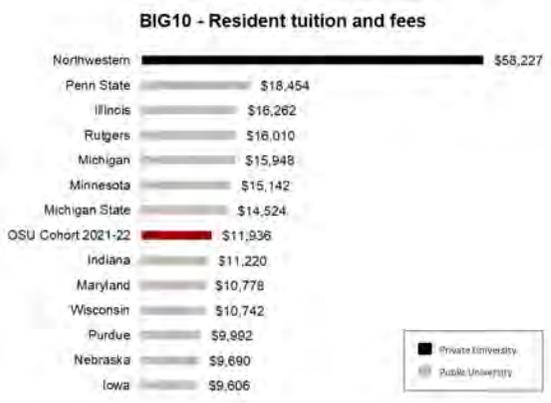


With Ohio State's proposed 3.8% change to resident (base) tuition for the incoming cohort of the Ohio State Tuition Guarantee, the university would be the second most affordable for resident students among selective admission public universities.

D. Comparison to benchmark universities

The charts below outline tuition and mandatory fees for Big Ten schools for 2020-21 (Fiscal Year 2021), along with the proposed Ohio State rate for the 2021-22 Tuition Guarantee cohort (Fiscal Year 2022).

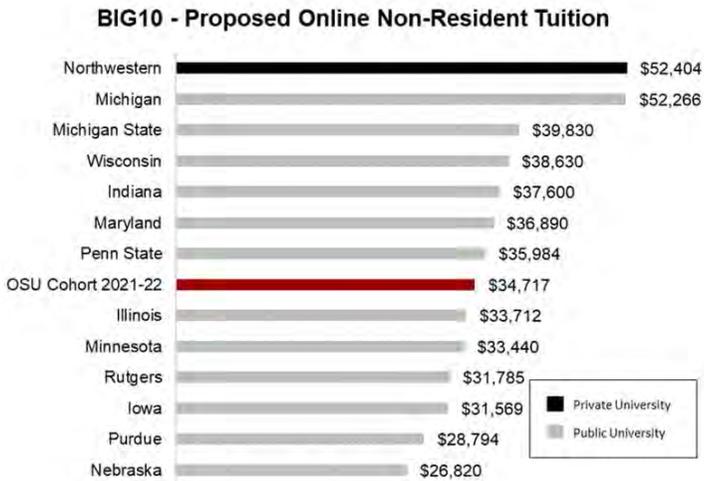
Ohio State is near the median among the 14 Big Ten schools. Resident tuition and fees are more affordable than 7 Big Ten peers, while non-resident tuition and fees are more affordable than seven universities.



- E. Distance Learning non-resident surcharge - Traditional Students enrolled in all online courses over an entire semester.

The chart below is a cost comparison of total tuition and mandatory fees for freshmen summarizing the addition of the increased online non-resident fee. For Fiscal Year 2022, OSU would be the seventh most affordable compared to Big Ten universities using Fiscal Year 2021 peer data.

	Freshmen	Continuing Students	Notes
Base tuition	3.8% frozen for 4 years (Tuition Guarantee)	0%	Cap – 2.0% + CPI (36-month average) – 1.8%
Non-resident surcharge	\$19,493		Market analysis completed and only two Big Ten universities outside of OSU have adjusted rates for traditional students



**FY21 Proposed Online Degree Programs / Certificate Fees (per semester)**

Undergraduate	General Fees			Program Specific Fees			Non-Resident Surcharge	Non-Resident Total
	Instructional Fees	General	Distance Education Fee	Program	Other	Resident Total		
Associate of Arts in Early Childhood Development and Education	\$ 5,509.00	\$ 208.00	\$ 100.00	\$ -	\$ -	\$ 5,817.00	\$ 200.00	\$ 6,017.00
Certificate in Essential Skills for Travel and Business in Russia	\$ 5,509.00	\$ 208.00	\$ 100.00	\$ -	\$ -	\$ 5,817.00	\$ 200.00	\$ 6,017.00
Bachelor of Science, Dental Hygiene	\$ 5,509.00	\$ 208.00	\$ 100.00	\$ -	\$ -	\$ 5,817.00	\$ 200.00	\$ 6,017.00
Healthcare Environmental and Hospitality Services	\$ 5,509.00	\$ 208.00	\$ 100.00	\$ -	\$ -	\$ 5,817.00	\$ 200.00	\$ 6,017.00
AS to Bachelor of Science in Radiological Sciences	\$ 5,509.00	\$ 208.00	\$ 100.00	\$ 186.00	\$ -	\$ 6,003.00	\$ 200.00	\$ 6,203.00
Assistive and Rehabilitative Technology Undergraduate Certificate	\$ 5,509.00	\$ 208.00	\$ 100.00	\$ -	\$ -	\$ 5,817.00	\$ 200.00	\$ 6,017.00
Bachelor of Science in Health Sciences	\$ 5,509.00	\$ 208.00	\$ 100.00	\$ 200.00	\$ -	\$ 6,017.00	\$ 200.00	\$ 6,217.00
Nursing in School Health Services Certificate	\$ 5,509.00	\$ 208.00	\$ 100.00	\$ -	\$ -	\$ 5,817.00	\$ 200.00	\$ 6,017.00
Primary Care Academic Certificate	\$ 5,509.00	\$ 208.00	\$ 100.00	\$ -	\$ -	\$ 5,817.00	\$ 200.00	\$ 6,017.00
Registered Nurses in Primary Care Certificate	\$ 5,509.00	\$ 208.00	\$ 100.00	\$ -	\$ -	\$ 5,817.00	\$ 200.00	\$ 6,017.00
RN to Bachelor of Science in Nursing	\$ 5,509.00	\$ 208.00	\$ 100.00	\$ 624.00	\$ 190.00	\$ 6,631.00	\$ 200.00	\$ 6,831.00
School Nurse Professional Pupil Services Licensure Certificate	\$ 5,509.00	\$ 208.00	\$ 100.00	\$ -	\$ -	\$ 5,817.00	\$ 200.00	\$ 6,017.00
Diversity, Equity and Inclusion Certificate	\$ 5,509.00	\$ 208.00	\$ 100.00	\$ -	\$ -	\$ 5,817.00	\$ 200.00	\$ 6,017.00
<b>Graduate</b>								
Master of Arts in Art Education	\$ 5,780.00	\$ 184.00	\$ 100.00	\$ -	\$ -	\$ 6,064.00	\$ 200.00	\$ 6,264.00
Master of Dental Hygiene	\$ 5,780.00	\$ 184.00	\$ 100.00	\$ -	\$ -	\$ 6,064.00	\$ 200.00	\$ 6,264.00
Core Practices in World Language Education	\$ 5,780.00	\$ 184.00	\$ 100.00	\$ -	\$ -	\$ 6,064.00	\$ 200.00	\$ 6,264.00
Master of Science in Learning Technologies	\$ 5,780.00	\$ 184.00	\$ 100.00	\$ -	\$ -	\$ 6,064.00	\$ 200.00	\$ 6,264.00
Master of Engineering Management	\$ 8,560.00	\$ 184.00	\$ 100.00	\$ -	\$ -	\$ 8,844.00	\$ 200.00	\$ 9,044.00
Master of Global Engineering Leadership	\$ 8,560.00	\$ 184.00	\$ 100.00	\$ -	\$ -	\$ 8,844.00	\$ 200.00	\$ 9,044.00
Master of Science in Welding Engineering	\$ 5,780.00	\$ 184.00	\$ 100.00	\$ -	\$ -	\$ 6,064.00	\$ 200.00	\$ 6,264.00
Master in Plant Health Management	\$ 5,780.00	\$ 184.00	\$ 100.00	\$ -	\$ -	\$ 6,064.00	\$ 200.00	\$ 6,264.00
Master of Science in Agricultural Communication, Education, and Leadership	\$ 7,172.00	\$ 184.00	\$ 100.00	\$ -	\$ -	\$ 7,456.00	\$ 200.00	\$ 7,656.00
Specialized Master in Business Analytics	\$ 13,666.00	\$ 184.00	\$ 100.00	\$ -	\$ -	\$ 13,950.00	\$ 200.00	\$ 14,150.00
Working Professional MBA	\$ 12,592.00	\$ 184.00		\$ -	\$ -	\$ 12,776.00	\$ 200.00	\$ 12,976.00
Assistive and Rehabilitative Technology Graduate Certificate	\$ 5,780.00	\$ 184.00	\$ 100.00	\$ -	\$ -	\$ 6,064.00	\$ 200.00	\$ 6,264.00
Biomedical Informatics Certificate	\$ 5,780.00	\$ 184.00	\$ 100.00	\$ -	\$ -	\$ 6,064.00	\$ 200.00	\$ 6,264.00
Master of Arts in Bioethics	\$ 5,780.00	\$ 184.00	\$ 100.00	\$ -	\$ -	\$ 6,064.00	\$ 200.00	\$ 6,264.00
Master of Science in Translational Pharmacology	\$ 5,780.00	\$ 184.00	\$ 100.00	\$ -	\$ -	\$ 6,064.00	\$ 200.00	\$ 6,264.00
Doctor of Nursing Practice	\$ 7,780.00	\$ 184.00	\$ 190.00	\$ 1,030.92	\$ 190.00	\$ 9,374.92	\$ 200.00	\$ 9,574.92
Health and Wellness Coaching Graduate Certificate	\$ 5,780.00	\$ 184.00	\$ 100.00	\$ -	\$ -	\$ 6,064.00	\$ 200.00	\$ 6,264.00
Healthcare Leadership and Innovation Certificate	\$ 5,780.00	\$ 184.00	\$ 100.00	\$ -	\$ -	\$ 6,064.00	\$ 200.00	\$ 6,264.00
Master of Clinical Research	\$ 5,780.00	\$ 184.00	\$ 100.00	\$ -	\$ -	\$ 6,064.00	\$ 200.00	\$ 6,264.00
Master of Healthcare Innovation	\$ 5,780.00	\$ 184.00	\$ 100.00	\$ 1,062.16	\$ 190.00	\$ 7,316.16	\$ 200.00	\$ 7,516.16
Master of Science, Nursing	\$ 5,780.00	\$ 184.00	\$ 100.00	\$ 1,249.60	\$ 190.00	\$ 7,503.60	\$ 200.00	\$ 7,703.60
Nurse Coaching Graduate Certificate	\$ 5,780.00	\$ 184.00	\$ 100.00	\$ -	\$ -	\$ 6,064.00	\$ 200.00	\$ 6,264.00
Nurse Educator Certificate	\$ 5,780.00	\$ 184.00	\$ 100.00	\$ -	\$ -	\$ 6,064.00	\$ 200.00	\$ 6,264.00
School Nurse Wellness Coordinator Certificate	\$ 5,780.00	\$ 184.00	\$ 100.00	\$ -	\$ -	\$ 6,064.00	\$ 200.00	\$ 6,264.00
Master of Science in Pharmaceutical Sciences	\$ 5,780.00	\$ 184.00	\$ 100.00			\$ 6,064.00	\$ 200.00	\$ 6,264.00
Criminal Justice Administration Certificate	\$ 5,780.00	\$ 184.00	\$ 100.00	\$ 104.00	\$ 180.00	\$ 6,348.00	\$ 200.00	\$ 6,548.00
Master of Public Administration and Leadership	\$ 5,780.00	\$ 184.00	\$ 100.00	\$ 161.00	\$ 180.00	\$ 6,405.00	\$ 200.00	\$ 6,605.00
Public Management Certificate	\$ 5,780.00	\$ 184.00	\$ 100.00	\$ 104.00	\$ 180.00	\$ 6,348.00	\$ 200.00	\$ 6,548.00
Master of Social Work	\$ 5,780.00	\$ 184.00	\$ 100.00	\$ -	\$ -	\$ 6,064.00	\$ 200.00	\$ 6,264.00
Master of Social Work ASAP	\$ 5,780.00	\$ 184.00	\$ 100.00	\$ -	\$ -	\$ 6,064.00	\$ 200.00	\$ 6,264.00

**III. Summary and Conclusions**

- A. Ohio State is freezing base tuition and fees for continuing Ohio resident students, including:
  - a. Students who are part of the Ohio State Tuition Guarantee (2018-19, 2019-20, 2020-21 and 2021-22). The program provides each incoming cohort of first-year Ohio resident students with a four-year freeze on base tuition and mandatory fees (along with housing and dining rates).
  - b. Students in the Tuition Guarantee cohort that began in Autumn of 2017 (Fiscal Year 2018) will move to the Tuition Guarantee cohort rates established for Fiscal Year 2019
  - c. Students who began prior to the creation of the Ohio State Tuition Guarantee. They will pay tuition and fees at a rate that has been frozen since 2012-13.
- B. The Ohio State Tuition Guarantee will continue into its fifth year in Fiscal Year 2022, with a 3.8% increase on resident base tuition (instructional and general fees). Because other mandatory fees are frozen, the total cost of resident tuition and mandatory fees will increase by 3.6% on the Columbus campus and 3.8% for regional campuses and ATI, compared with the previous cohort. These rates will be frozen for four years.
- C. The 5.0% increase to the non-resident surcharge will be implemented for undergraduate students and most graduate programs. Selective professional programs (Law, Dentistry, Medicine, and Veterinary Medicine) will not be implementing this level of an increase due to market considerations.
- D. The international surcharge will not increase.
- E. The non-resident surcharge for a student taking all online course(s) over an entire semester and not pursuing an online degree or certificate program will be the same as the in-person student non-resident surcharge (a \$19,493 increase).

## APPENDIX XCIX

The Ohio State University  
Board of Trustees

May 20, 2021

### BACKGROUND

**Topic:**

User Fees and Charges for Academic Year 2021-2022

**Context:**

Beyond tuition and mandatory fees, the university charges other fees for specific purposes, including student housing, dining, and health insurance, as well as to support graduate and professional programs.

Differential fees for graduate and professional programs are market-based and reflect the need to continually invest in the academic excellence of Ohio State programs. Proposals for Academic Year 2021-2022 include new or changed differential fees for nine programs, two new program fees and specific fees in one other program.

Housing and dining fees support those operations, including the associated debt service and maintenance costs. The proposed 2.5% increases for housing and dining would apply to new first-year Ohio residents in the 2021-22 Tuition Guarantee cohort and to continuing students who enrolled prior to 2017-18 when the guarantee program was established. The proposed rates would be frozen for four years for Ohio resident students in the 2021-22 Tuition Guarantee cohort.

Ohio State requires students to carry health insurance, but most are not required to use the university's health plans. The proposed 1.0% increase reflects the cost charged by a third-party vendor. The university uses the fee to cover the costs of the third-party provider.

**Summary:**

- Approval of differential, program, deposit, clinical fees for graduate and professional programs
- Approval of housing and dining rates
- Approval of student health insurance rates

**Requested of Board of Trustees:**

Approval of the attached resolution regarding Academic Year 2021-2022 User Fees and Charges

**The Ohio State University Board of Trustees**  
**May 20, 2021**

Approval of Academic Year 2021-2022 User Fees and Charges

- I. Graduate and professional programs:
  - A. Differential instruction and non-resident surcharge fees
  - B. Clinical
- II. Housing and dining plans and rates
- III. Student health insurance

I. **Differential Fee Requests and Specific Professional School Non-Resident Surcharge, Deposit and Clinical requests**

A. Differential Instruction Fees

University policy allows professional and Ohio Department of Higher Education-approved tagged master's programs to charge differential instructional fee rates based on market demand and pricing.

Eleven programs are seeking changes or new differential instruction fees:

- Seven Programs — Dentistry, Engineering, Law, Medicine, Pharmacy and Veterinary Medicine — have requested increases
- Two Programs – Business and Law are requesting reductions
- Two Programs — Business and Law — have requested new differentials

In addition, eight programs are seeking lower-than-standard increases to the non-resident surcharge or holding it flat. These changes would apply instead of the standard increase (5.0%) proposed for Academic Year 2021-2022:

- The College of Dentistry is requesting a 3.0% increase for all ranks
- The College of Medicine, Engineering and Law are requesting no change
- The College of Pharmacy has requested the standard increase for Rank 1 and for Rank 2-4 to reduce the non-resident surcharge to \$5
- The College of Veterinary Medicine is requesting a 2.0% increase for Rank 1 and no change for Rank 2-4

Each case reflects the college's response to market conditions.

College	Fee Name	Current	Proposed	Proposed Increase	Proposed Increase %	Non-Resident: Current	Non-Resident: Proposed	Non-Resident: Proposed Increase
Dentistry	Dentistry - Rank 1	\$19,260	\$20,032	\$772	4.0%	\$21,846	\$22,501	3.0%
	Dentistry - Ranks 2-4	\$16,520	\$16,852	\$332	2.0%	\$19,372	\$19,953	3.0%
Engineering	Master of Engineering Management (MEM)	\$8,352	\$8,560	\$208	2.5%	\$200	\$200	0.0%
	Master Global Engineering Leadership (MGEEL)	\$8,352	\$8,560	\$208	2.5%	\$200	\$200	0.0%
Fisher College of Business	Specialized Master in Business - Analytics	\$17,410	\$13,666	-\$3,744	-21.5%	\$200	\$200	0.0%
	Working Professional MBA - Online	N/A New program	\$12,592	N/A New program	N/A New program	N/A New program	\$200	N/A New program
Law	Law - Doctor of Jurisprudence (J.D.)	\$15,598	\$15,910	\$312	2.0%	\$7,626	\$7,626	0.0%
	Law - Master in Study of Law (MSL) - Part time	\$8,092	\$7,176	-\$916	-11.3%	\$7,626	\$7,626	0.0%
	Law - Master in Study of Law (MSL) - Full time	N/A New program	\$14,691	N/A New program	N/A New program	N/A New program	\$7,626	N/A New program
Medicine	Medicine - Rank 1	\$14,840	\$15,062	\$222	1.5%	\$12,460	\$12,460	0.0%
	Medicine - Rank 2	\$14,840	\$15,118	\$278	1.9%	\$12,460	\$12,460	0.0%
	Medicine - Rank 3	\$14,840	\$14,967	\$127	0.9%	\$12,460	\$12,460	0.0%
Pharmacy	Pharmacy Ranks 1	\$12,164	\$12,650	\$486	4.0%	\$13,013	\$13,664	5.0%
	Pharmacy Ranks 2-4	\$12,164	\$12,650	\$486	4.0%	\$13,013	\$5	-100.0%
Veterinary Medicine	Veterinary Medicine Rank 1	\$16,084	\$16,405	\$321	2.0%	\$19,668	\$20,061	2.0%
	Veterinary Medicine Ranks 2-4	\$16,084	\$16,405	\$321	2.0%	\$5	\$5	0.0%

**B. Other fees: Program, tuition deposit, and clinical**

In addition to the differential instructional fees, Dentistry has proposed other changes to their fees:

- Dentistry is seeking to increase a clinical fee for Rank 1 from \$2,202 to \$2,422 and Rank 2-4 from \$1,751 to \$1,786

The clinical fee requests are outlined in greater detail below.

**Below is the market-related information and the basis for each graduate or professional college requesting to increase a fee or fees:**

Fisher College of Business

- requests a 21.5% fee decrease for the Specialized Master's in Business Analytics (SMBA)
- requests a new program that adds a distance delivery mode (Online) for the Working Professional (WP) MBA program

SMB Analytics

The Fisher recruiting team reports that, when communicating with prospects, the high tuition is the most frequently mentioned reason why there is a reluctance to apply to the SMB Analytics program or to accept an offer of admittance. The tuition comparison with like programs confirms higher tuition with competitors. The college is requesting a 21.5% fee decrease for the Specialized Master's in Business Analytics (SMBA) in Academic Year 2021-22. The reduction would make the program competitive with more of the institutions against which the SMBA competes.

Working Professional MBA (Online)

This fee proposal is the same as the fee for the current MBA program for working professionals (WPMBA). A distance option would make the highly ranked WPMBA program

available to students across the U.S. and beyond. Because the program's target audience, working professionals, cannot commute from out-of-state one or more days per week to attend in-person instruction, the current residential WPMBA enrolls no non-Ohio residents. While this is a proposal for a new program, *U.S. News and World Report* ranks the existing Fisher WPMBA as the #1 part-time MBA program in Ohio, #7 in the U.S. among public universities, and #13 in the U.S. overall.

College of Dentistry

- Requests a 4.0% (Rank 1) / 2.0% (Rank 2-4) increase in differential instructional fees
- Requests a 3.0% increase in the non-resident surcharge, rather than the university's proposed 5.0% increase
- Requests a 10.0% (Rank 1) / 2.0% (Rank 2-4) increase in clinical fees

Dentistry has two different sets of rates. Rank 1 students attend for two semesters and are predominately attending lectures. While Ranks 2-4 students attend three semesters per year and are in clinical settings that have higher costs associated with instruction.

The additional revenue will be used to support increases in the overall costs of the college's Doctor of Dental Surgery (DDS) instructional program. This includes faculty and staff compensation and benefits, instruments, equipment, materials, supplies, and other costs associated with the didactic courses and the costs of operating the student clinics. The college is requesting less than the university's 5.0% increase for the non-resident surcharge to remain competitive with the program's peers.

The average tuition of the 66 U.S. dental schools that responded to a request for information has grown an average of 3.5% per year over the four most recent survey years per the American Dental Association, while Ohio State's tuition has increased only an average of 2.2% per year. The college's ranking in first-year tuition costs has fallen from 36th to 47th of the 66 dental schools. The requested 4.0% for rank 1 and 2.0% for rank 2-4 increase is less than recent increases in other Big Ten dental schools, as well as many other U.S. schools.

Dentistry charges a clinical fee that is applied towards modernizing instruments, technology, and services (such as sterilization) that is essential to attract top students and faculty while remaining compliant with the Commission on Dental Accreditation standards.

College	Fee Name	Current	Proposed	Proposed Increase	Proposed Increase %	Non-Resident: Current	Non-Resident: Proposed	Non-Resident: Proposed Increase
<b>Differentials: Differentials</b>								
Dentistry	Dentistry - Rank 1	\$19,260	\$20,032	\$772	4.0%	\$21,846	\$22,501	3.0%
	Dentistry - Ranks 2-4	\$16,520	\$16,852	\$332	2.0%	\$19,372	\$19,953	3.0%
<b>Clinic Fees</b>								
Dentistry	Dentistry - Rank 1	\$2,202	\$2,422	\$220	10.0%	NA	NA	NA
	Dentistry - Ranks 2-4	\$1,751	\$1,786	\$35	2.0%	NA	NA	NA
<b>Overall: Overall</b>								
Dentistry	Dentistry - Rank 1	\$21,462	\$22,454	\$992	4.6%	\$21,846	\$22,501	3.0%
	Dentistry - Ranks 2-4	\$18,271	\$18,638	\$367	2.0%	\$19,372	\$19,953	3.0%

College of Engineering

- Requests a 2.5% increase in differential instructional fees for the Master Global Engineering Leadership (MGEL) and the Master of Engineering Management (MEM) programs

The College of Engineering has not requested an increase for several years while the costs continue to increase for curriculum development, technical support, and faculty compensation. The differential fee increase will help cover expenses related to the conversion of courses into online format and ongoing technical support, equipment, and infrastructure required for distance learning instruction, so the highest level of quality is delivered and maintained.

The MGEL and MEM fee revenue help support the college's strategic plan to provide a centralized unit for the administration and marketing of professional programs and degrees offered both online and in-person to support the career advancement of engineers and architects. The cost of the MGEL and MEM degrees is very competitive with our peers while also reflecting the quality that will be offered and the reputation of an Ohio State College of Engineering graduate degree.

#### College of Law

- Requests a 2.0% increase in differential instructional fees for Doctor of Jurisprudence (J.D.)
- Requests a 11.3% decrease in their part-time Master's in Study of Law (MSL)
- Request a new full-time structure of an existing program with cost of \$29,381 per year
- Requests to keep the non-resident surcharge flat, rather than the university's proposed 5.0% increase for Doctor of Jurisprudence (J.D.) and Master's in Study of Law (MSL)

#### Doctor of Jurisprudence (J.D.)

The College of Law proposes a 2% increase in differential instructional fees, which will apply to all enrolled J.D. and LL.M. students. With last year's increase in non-resident fees, the college is not requesting a change in the non-resident fee this year to remain competitive with peer institutions. The program's tuition with the requested increase is comparative to the average tuition of other similarly ranked law schools.

#### Master's in Study of Law (MSL)

The College of Law recently changed portions of the structure of its Master's in the Study of Law (MSL) program to make the program more dynamic, increase accessibility to working professionals, and attract new students. To meet the needs of the curriculum while also aligning with benchmark universities, the college will be running the program on both a full-time and a part-time basis and require fee changes to reflect this. The proposed rates would make the program competitive with other benchmark schools, allowing the college to enroll additional students and diversifying and increasing revenue streams to support and grow the program.

The college is very competitive in terms of the instructional fee when compared to other peers. However, the non-resident tuition as it stands ranks the college on the high side. The college is requesting less than the university's 5.0% increase for the non-resident surcharge to remain competitive with the program's peers that raise their non-resident charge.

#### College of Medicine

- Requests a variable fee increase for Ranks 1-3 to fund testing requirements for medical licensure.
- Requests an increase of:
  - Rank 1: 1.5%
  - Rank 2: 1.9%
  - Rank 3: 0.9%

The United States Medical Licensing Examination (USMLE) is a three-step examination that is required for medical licensure in the U.S. All medical students will be assessed the fee in

order to spread the financial burden of required USMLE testing and materials over their four years of medical school training. Currently, the assessment price is included in the cost of attendance analysis for the allocation of loans but is not reflected in the cost of attendance as it relates to tuition.

Students will benefit from this fee structure by paying for required medical licensure exams and materials over the course of 10 semesters instead of lump-sum amounts. This will be of particular benefit to underrepresented students who may have limited resources to help fund exams. In addition, students will realize a discount to study/prep materials by ordering through Ohio State University. When compared to other state/public institutions, the program's cost of attendance is 11.7% lower.

#### College of Pharmacy

- Requests a 4.0% increase in differential instructional fees
- Requests a standard 5% increase in the non-resident surcharge for Rank 1
- Requests a reduction in non-resident surcharge for Ranks 2-4 to \$5, rather than the university's proposed 5.0% increase

The proposed differential instructional fee increase of 4.0% will be used to continue to enhance the PharmD program by investing in instruction, professional student services/programming and renovating the teaching and learning spaces.

Historically, most students receive in-state status after the completion of year one. The proposed reduction in non-resident surcharge for Ranks 2-4 to \$5 will provide the college the opportunity to provide a clearer financial outlook to incoming students and increases the likelihood the college can compete with other programs around the country for the most academically prepared and inclusively diverse students. In *U.S. News and World Report*, the program is currently tied with three other pharmacy schools at 7th nationally.

#### College of Veterinary Medicine

- Requests a 2.0% increase in differential instructional fees
- Requests a 2.0% increase in non-resident surcharge for Rank 1

This increase request will be utilized to fund anticipated salary/benefit increases, inflationary operating costs for supplies/services and space costs. The college's overall ranking, according to *U.S. News and World Report*, is 4<sup>th</sup>. Current tuition and fees rankings put the college at the second most affordable out of 10 peers for the cost of in-state tuition.

The college continues to have one of the lowest faculty/student ratios in the U.S. Without the 2% increase, the college would need to start evaluating programmatic impacts. Growth in faculty/program will need to come from fundraising or increased State support. Other aspirational peers have significantly more faculty than the Ohio State's College of Veterinary Medicine. Given the financial challenges the college is facing over the next several years, the Dean has started to identify additional areas for review and analysis. One of the key challenges will be the balance of comprehensiveness of the program vs. cost and how changes might impact recruitment/national ranking.

The following chart lists all programs that have differential fees from the view of an academic year — which is either two or three semesters, based on the requirements of the program. Instructional and mandatory fees are paid by both Ohio resident and non-resident students. The non-resident surcharge is paid by students from outside Ohio.

College	Program	Resident Tuition & Mandatory Fees (per Academic Year)				Non-Resident Tuition & Mandatory Fees (per Academic Year)			
		FY 2021	FY 2022	Change	% Change	FY 2021	FY 2022	Change	% Change
Arts & Sciences	Doctor of Audiology	\$13,001	\$13,001	\$0	0.0%	\$37,717	\$38,953	\$1,236	3.3%
	Master of Speech-Language Pathology	\$13,001	\$13,001	\$0	0.0%	\$37,717	\$38,953	\$1,236	3.3%
	Graduate Minor in Business for Health Sciences	\$12,076	\$12,076	\$0	0.0%	\$12,081	\$12,081	\$0	0.0%
Business	Master of Accounting	\$32,321	\$32,321	\$0	0.0%	\$57,037	\$58,273	\$1,236	2.2%
	Master of Business Administration (MBA)	\$30,617	\$30,617	\$0	0.0%	\$55,333	\$56,569	\$1,236	2.2%
	MBA - Working Professional	\$39,013	\$39,013	\$0	0.0%	\$71,950	\$73,597	\$1,647	2.3%
	MBA - Working Professional Online	N/A	\$39,013	N/A	N/A	N/A	\$39,613	N/A	N/A
	Master of Business Logistics Engineering (MBLE)	\$42,073	\$42,073	\$0	0.0%	\$75,010	\$76,657	\$1,647	2.2%
	Master of Human Resource Management (MHRM)	\$17,875	\$17,875	\$0	0.0%	\$40,597	\$41,733	\$1,136	2.8%
	Specialized Masters in Business - Finance	\$56,129	\$56,129	\$0	0.0%	\$56,139	\$56,139	\$0	0.0%
	Master of Business Administration - Executive	\$85,452	\$85,452	\$0	0.0%	\$98,141	\$85,467	-\$12,674	-12.9%
	Master of Business Operational Excellence (MBOE)	\$53,802	\$53,802	\$0	0.0%	\$56,379	\$53,817	-\$2,562	-4.5%
	Graduate Business Leadership Certificate	\$12,932	\$12,932	\$0	0.0%	\$12,937	\$12,937	\$0	0.0%
	Specialized Master of Business - Analytics	\$53,083	\$41,849	-\$11,234	-21.2%	\$53,683	\$42,449	-\$11,234	-20.9%
Dentistry	Dentistry - Rank 1	\$59,077	\$61,393	\$2,316	3.9%	\$124,615	\$128,896	\$4,281	3.4%
	Dentistry - Ranks 2-4	\$33,865	\$34,529	\$664	2.0%	\$72,609	\$74,435	\$1,826	2.5%
Engineering	Master of Engineering Management (MEM)	\$25,908	\$26,532	\$624	2.4%	\$26,508	\$27,132	\$624	2.4%
	Master of Global Engineering Leadership (MGEL)-DL	\$25,908	\$26,532	\$624	2.4%	\$26,508	\$27,132	\$624	2.4%
FAES	Master of Ag and Extension Education	\$22,813	\$22,813	\$0	0.0%	\$22,828	\$22,828	\$0	0.0%
Graduate School	Masters of Translational Data Analytics (PSM-TDA)	\$19,925	\$19,925	\$0	0.0%	\$44,641	\$45,877	\$1,236	2.8%
Law	Doctor of Jurisprudence (J.D.)	\$32,061	\$32,685	\$624	1.9%	\$47,313	\$47,937	\$624	1.3%
	Master in Study of Law (MSL) - Part Time	\$17,049	\$15,217	-\$1,832	-10.7%	\$32,301	\$30,469	-\$1,832	-5.7%
	Master in Study of Law (MSL) - Full Time	N/A	\$30,247	N/A	N/A	N/A	\$45,499	N/A	N/A
Medicine	Medicine - Rank 1	\$30,505	\$30,949	\$444	1.5%	\$55,425	\$55,869	\$444	0.8%
	Medicine - Rank 2	\$30,505	\$31,060	\$555	1.8%	\$55,425	\$55,980	\$555	1.0%
	Medicine - Rank 3	\$30,505	\$30,759	\$255	0.8%	\$55,425	\$55,679	\$255	0.5%
	Medicine - Rank 4	\$30,505	\$30,505	\$0	0.0%	\$55,425	\$55,425	\$0	0.0%
	Master of Dietetics and Nutrition (MDN)	\$19,885	\$19,885	\$0	0.0%	\$56,959	\$58,813	\$1,854	3.3%
	Master of Genetic Counseling	\$30,001	\$30,001	\$0	0.0%	\$49,849	\$50,842	\$992	2.0%
	Doctor of Occupational Therapy	\$20,905	\$20,905	\$0	0.0%	\$50,836	\$52,333	\$1,497	2.9%
	Doctor of Physical Therapy	\$20,797	\$20,797	\$0	0.0%	\$52,165	\$53,734	\$1,568	3.0%
Nursing	Doctor of Nursing Practice Program-On-Line	\$24,192	\$24,192	\$0	0.0%	\$24,792	\$24,792	\$0	0.0%
	Doctor of Nursing Practice Program-On Campus	\$24,637	\$24,637	\$0	0.0%	\$61,711	\$63,565	\$1,854	3.0%
	Master of Science in Nursing Program	\$24,637	\$24,637	\$0	0.0%	\$61,711	\$63,565	\$1,854	3.0%
Optometry	Optometry - Ranks 1	\$27,801	\$27,801	\$0	0.0%	\$48,857	\$49,910	\$1,053	2.2%
	Optometry - Ranks 2	\$27,801	\$27,801	\$0	0.0%	\$27,811	\$27,811	\$0	0.0%
	Optometry - Ranks 3 - 4	\$24,737	\$24,737	\$0	0.0%	\$24,747	\$24,747	\$0	0.0%
Pharmacy	Pharmacy Ranks 1	\$25,193	\$26,165	\$972	3.9%	\$51,219	\$53,493	\$2,274	4.4%
	Pharmacy Ranks 2-4	\$25,193	\$26,165	\$972	3.9%	\$51,219	\$26,175	-\$25,044	-48.9%
Public Health	Master of Public Health	\$13,257	\$13,257	\$0	0.0%	\$37,973	\$39,209	\$1,236	3.3%
	Program for Experienced Professionals	\$13,257	\$13,257	\$0	0.0%	\$37,973	\$39,209	\$1,236	3.3%
Social Work	Master of Health Administration	\$14,833	\$14,833	\$0	0.0%	\$39,549	\$40,785	\$1,236	3.1%
	Master of Social Work	\$13,097	\$13,097	\$0	0.0%	\$37,813	\$39,049	\$1,236	3.3%
Veterinary Medicine	Veterinary Medicine - Ranks 1	\$33,033	\$33,675	\$642	1.9%	\$72,369	\$73,797	\$1,428	2.0%
	Veterinary Medicine - Ranks 2 - 4	\$33,033	\$33,675	\$642	1.9%	\$33,043	\$33,685	\$642	1.9%

**II. Housing and Dining**

The Office of Student Life continues to implement cost-savings initiatives to keep room and board plans as affordable as possible for students and their families.

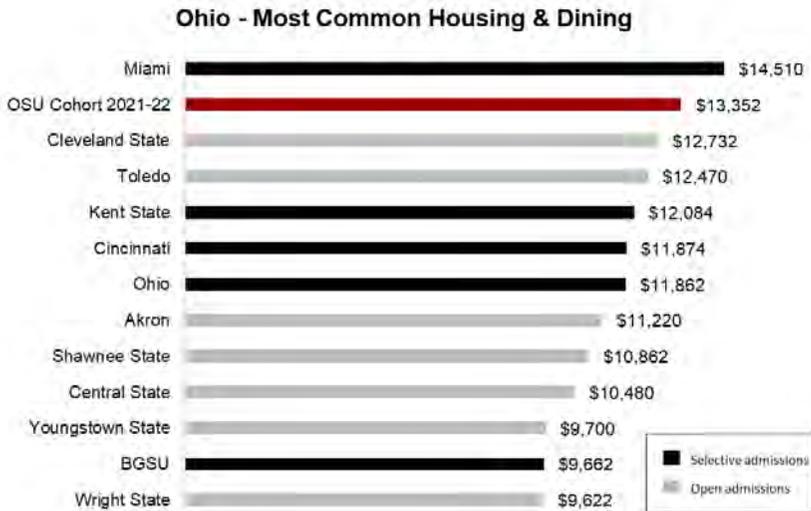
The proposed 2.5% increases for housing and dining rates will apply to new first-year students in 2021-22 and to continuing students who enrolled prior to 2017-18, when the guarantee program was established. The new rates will be frozen for four years for Ohio resident first-year students who are part of the Ohio State Tuition Guarantee.

The following are the proposed rates for the 2021-22 academic year, excluding students in the previous Tuition Guarantee cohorts. Housing and dining rates for students who entered with the 2018-19, 2019-20 and 2020-21 Tuition Guarantee cohorts will remain at the levels set when those students entered the university.

Housing Plans	FY 2021	FY 2022	\$ Change	% Change
Rate I	\$8,874	\$9,096	\$222	2.5%
Rate II	\$7,394	\$7,579	\$185	2.5%
Rate IIA	\$7,156	\$7,335	\$179	2.5%
Rate III	\$6,910	\$7,083	\$173	2.5%

Dining Plans	FY 2021	FY 2022	\$ Change	% Change
Scarlet Access 14	\$4,944	\$5,068	\$124	2.5%
Declining Balance	\$4,412	\$4,522	\$110	2.5%
Gray Access 10	\$4,152	\$4,256	\$104	2.5%
Unlimited Access	\$4,050	\$4,151	\$101	2.5%

Ohio State's room and board rates remain affordable compared to Ohio public universities (Rate I is the most common type of housing and Gray 10 is the most common dining plan):



**The Ohio State University  
Proposed Housing Rates for FY 2022**

Housing Plans	FY 2021	FY 2022	\$ Change	% Change
<b>Columbus Campus</b>				
Rate I	\$8,874	\$9,096	\$222	2.5%
Rate II	\$7,394	\$7,579	\$185	2.5%
Rate IIA	\$7,156	\$7,335	\$179	2.5%
Rate III	\$6,910	\$7,083	\$173	2.5%
<b>Summer Term Options</b>				
4-Week Session - Rate II	\$925	\$948	\$23	2.5%
6-Week Session - Rate II	\$1,387	\$1,422	\$35	2.5%
8-Week Session - Rate II	\$1,850	\$1,896	\$46	2.5%
4-Week Session - Rate IIA	\$895	\$917	\$22	2.5%
6-Week Session - Rate IIA	\$1,342	\$1,376	\$34	2.5%
8-Week Session - Rate IIA	\$1,790	\$1,835	\$45	2.5%
Summer Term - Rate II	\$2,775	\$2,844	\$69	2.5%
Summer Term - Rate IIA	\$2,685	\$2,752	\$67	2.5%
Stadium Scholars Program	\$5,858	\$6,004	\$146	2.5%
Alumnae Scholarship Houses - single or double w/bath	\$6,718	\$6,886	\$168	2.5%
Alumnae Scholarship Houses - double or triple	\$6,572	\$6,736	\$164	2.5%
German House - 1-person room	\$6,816	\$6,986	\$170	2.5%
German House - 2-person room	\$6,344	\$6,503	\$159	2.5%

**The Ohio State University  
Proposed Housing Rates for FY 2022**

Housing Plans	FY 2021	FY 2022	\$ Change	% Change
<b>ATI</b>				
1-bedroom for 2 (per person)	\$7,358	\$7,542	\$184	2.5%
2-bedroom for 4 (per person)	\$7,358	\$7,542	\$184	2.5%
2-bedroom for 5 (per person - double)	\$7,358	\$7,542	\$184	2.5%
2-bedroom for 5 (per person - triple)	\$6,346	\$6,505	\$159	2.5%
3-bedroom for 5 (per person - single)	\$7,750	\$7,944	\$194	2.5%
3-bedroom for 5 (per person - double)	\$7,358	\$7,542	\$184	2.5%
Private apartment	\$8,748	\$8,967	\$219	2.5%
<b>Newark</b>				
2-person efficiency (per person)	\$7,958	\$8,157	\$199	2.5%
2-bedroom for 4 (per person)	\$8,000	\$8,200	\$200	2.5%
3-bedroom for 6 (per person)	\$7,540	\$7,729	\$189	2.5%
McConnell Hall	\$8,240	\$8,446	\$206	2.5%
<b>Mansfield</b>				
2-bedroom for 2 (per person)	\$8,408	\$8,618	\$210	2.5%
2-bedroom for 4 (per person)	\$6,728	\$6,896	\$168	2.5%
5-bedroom for 5 (per person)	\$7,056	\$7,232	\$176	2.5%
5-bedroom for 6 - single (per person)	\$6,728	\$6,896	\$168	2.5%
5-bedroom for 6 - double (per person)	\$6,064	\$6,216	\$152	2.5%

**The Ohio State University**  
**Proposed Housing Rates for FY 2022**

Housing Plans	FY 2021	%		
		FY 2022	\$ Change	Change
<b>Monthly Housing Rates</b>				
237 E 17th - mini-single	\$468	\$480	\$12	2.6%
237 E 17th - single	\$648	\$664	\$16	2.5%
237 E 17th - supersingle	\$783	\$803	\$20	2.6%
237 E 17th - double	\$427	\$438	\$11	2.6%
Family - 1 bedroom	\$569	\$583	\$14	2.5%
Family - 2 bedroom	\$717	\$735	\$18	2.5%
Gateway - studio	\$972	\$996	\$24	2.5%
Gateway - 1 bedroom apartment	\$1,042	\$1,068	\$26	2.5%
Gateway - 2 bedroom apartment	\$1,015	\$1,040	\$25	2.5%
Gateway - 3 bedroom apartment	\$882	\$904	\$22	2.5%
Neil - efficiency	\$882	\$904	\$22	2.5%
Neil - 4 bedroom	\$875	\$897	\$22	2.5%
Penn Place - 1 person room	\$835	\$856	\$21	2.5%
Penn Place - 2 person room	\$478	\$490	\$12	2.5%

**The Ohio State University**  
**Proposed Meal Plan Rates for FY 2022**

Dining Plans	FY 2021	%		
		FY 2022	\$ Change	Change
Scarlet Access 14	\$4,944	\$5,068	\$124	2.5%
Declining Balance	\$4,412	\$4,522	\$110	2.5%
Gray Access 10	\$4,152	\$4,256	\$104	2.5%
Unlimited Access	\$4,050	\$4,151	\$101	2.5%
McConnell (Newark)	\$2,890	\$2,962	\$72	2.5%
Carmen 1 (\$568 / \$582 Dining Dollars)	\$896	\$918	\$22	2.5%
Carmen 2 (\$1,110 / \$1,138 Dining Dollars)	\$1,750	\$1,794	\$44	2.5%
<b>Summer:</b>				
Carmen 1 (\$568 / \$582 Dining Dollars)	\$896	\$918	\$22	2.5%
Carmen 2 (\$1,110 / \$1,138 Dining Dollars)	\$1,750	\$1,794	\$44	2.5%

**Student Health Insurance**

Background: All Ohio State students are required to have health insurance. Domestic students may choose outside insurance, and most do (87%). International students typically buy Ohio State’s plan.

The university uses fee revenue to cover the cost of third-party insurance. Rates are designed to be affordable and keep up with health care costs.

The recommendation for Academic Year 2021-2022, based on third-party costs, is a 1.0% increase for students.

Plan Level	FY 2021	FY 2022	\$ Change	% Change
Student	\$3,366	\$3,400	\$34	1.0%
Student & Spouse	\$6,732	\$6,799	\$67	1.0%
Student & Children	\$10,098	\$10,199	\$101	1.0%
Student & Family	\$13,464	\$13,600	\$136	1.0%

**III. Summary and Conclusions**

- A. Differentials for professional programs are market driven.
- B. Housing and dining rates will increase 2.5% for the new first-year Ohio resident students in the 2021-22 Ohio State Tuition Guarantee and continuing non-guarantee students.
- C. Housing and dining rates will remain unchanged (0.0%) for students associated with the previous Tuition Guarantee cohorts (2018-19, 2019-20 and 2020-21)
- D. Student health insurance rates will increase 1.0%.

## APPENDIX C

The Ohio State University  
Board of Trustees

May 20, 2021

### BACKGROUND

#### TOPIC:

Continuation of tuition waiver for students participating in study abroad programs through a third-party provider or direct enrollment. This waiver has been in effect since Fiscal Year 2015.

#### CONTEXT:

Ohio State students are involved in three types of approved study abroad programs:

- Reciprocal Exchange Programs
  - Formal university-level agreement with a foreign university where students from one university study at the other and vice versa
  - Students pay tuition to their home institution only
- Ohio State-Sponsored Programs
  - Programs designed by Ohio State faculty
  - Students are enrolled for graded Ohio State credit and pay tuition and fees to Ohio State
- Third-Party Provider/Direct Enroll Programs
  - Programs that have been approved by Ohio State but are offered by another university or provider
  - Students enroll at and pay fees to the other university or provider. (To maintain access to financial aid, a student must also enroll at Ohio State for graded academic credit.)

Before the university implemented a tuition waiver in Fiscal Year 2015, students participating in study abroad programs through third-party providers or direct enrollment programs were required to pay the tuition or charge for these programs — in addition to Ohio State tuition and fees if they wished to remain enrolled at the university.

As a result, students either paid two tuition payments for the term (one to the host institution and one to Ohio State) or de-enrolled from Ohio State when they were involved in study abroad. De-enrollment was not an option for those utilizing financial aid. De-enrolling also caused students to be “off our radar,” inhibiting Ohio State’s ability to provide assistance in the case of situations such as natural disasters and medical emergencies.

On April 4, 2014, the Board of Trustees approved the establishment of a waiver of tuition and fees for students enrolled in these programs and the establishment of a fee of \$400 for program services. The board-approved tuition waiver was submitted to the state in accordance with procedures established by the Ohio Department of Higher Education and approved on August 6, 2014.

This waiver has been renewed by the Board of Trustees and the state consistently since, as it must be renewed every two years to remain in effect.

We are requesting approval of the enclosed resolution approving the continuation of the tuition and fee waiver for third-party provider/direct enroll programs.

## BACKGROUND

**TOPIC:** Revisions to University Investment Policy

**CONTEXT:**

- A complete update to the Investment Policy occurred in 2013 with revisions in 2014 and 2016.
- A full review of the University Investment Policy has been undertaken in a coordinated effort by the Office of Investments, the Treasurer's Office and the Office of Legal Affairs in consultation with the Investment Working Group (IWG).
- Updates and proposed changes to the policy include the following:
  - Incorporate industry standards and peer best practices.
  - Align the policy with the current strategy and management of university investments.
  - Address housekeeping elements such as nomenclature, references, and other small changes to improve clarity and modernize the policy.

**SUMMARY OF REVISIONS:**

**Legal, Compliance and Structural:**

- Clarify and update the roles and responsibilities of the Board of Trustees, Audit, Finance and Investment Committee, Investment Working Group, CFO, CIO, Treasurer and related staff.
- Update the conflicts of interest provisions to:
  - Clarify that generally, the university will not invest in a fund in which a fiduciary or related person has a material interest, and that fiduciaries and investment staff are subject to applicable federal and state laws, including the Ohio Ethics Laws.
  - Expressly identify types of securities that fiduciaries and staff generally are permitted to invest in regardless of whether the university is also invested in such securities.
- Clarify fiduciary standards and revise listed fiduciaries. Internal fiduciaries in turn, determine the fiduciary duty standard to be imposed on third-party managers and the like.
- Reference IWG as an advisory group to the CFO, CIO and VP/Treasurer.
- Various housekeeping Items, including clean-up terms and other minor changes such as reordering content/sections to improve readability, provide clarity and modernize the policy.

**Operating Funds:**

- Raise the minimum requirement for total liquidity from 60 days to 90 days and requires that 30 days liquidity be maintained in the Short-Term Working Capital Pool. Ninety days of liquidity is an industry best practice and is helpful for rating agency considerations.
- Add credit quality standards to the policy, which is a best practice and consistent among peer institutions. Requires that the portfolio maintain an average credit quality of A or better and requires that not more than 5% of the portfolio be invested in below investment grade securities.
- Clarify and replace existing maximum investment horizon language (1-5 years) with weighted average duration (shall not exceed five years). Duration is measurable and consistent with peer policies.
- Update structure and naming conventions to better align with current use, liquidity metrics, and management reporting.

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**Long-Term Investment Pool:**

- Revise the asset allocation structure and ranges to better reflect the LTIP's underlying investments, strategy and industry best practices. The recommended asset allocation framework increases the number of investment categories from three to six and provides greater transparency. The recommended framework also sets narrower bands for asset allocation in each category, which balances prudent risk management with investment flexibility.
- Update provisions relating to the Economic Development Funds Allocation.
  - Clarify and define the mission of the Economic Development Funds allocation.
  - Establish an Executive Committee consisting of the CFO, EVP Research, Innovation and Knowledge Enterprise, EVP and Chancellor of Health Affairs that will provide oversight, approve investments and distributions, and establish that the members are fiduciaries.

**REQUESTED OF AUDIT, FINANCE AND INVESTMENT COMMITTEE:** Approval of revisions to the Investment Policy.



Applies to: The Board of Trustees and members of Board of Trustees' committees and university staff who oversee or approve the university's investment programs or who manage or report on investment operations

**Responsible Office**

**Office of Business and Finance**

**POLICY**

Issued: 08/30/2013  
Revised: MM/DD/2021

This policy sets forth standards and disciplines that enable the Board of Trustees to effectively evaluate the performance and operations of the university's investment programs. The policy is intended to permit sufficient flexibility to capture investment opportunities yet provide parameters that ensure prudence and care in the execution of the investment programs.

**Purpose of the Policy**

To establish the overall goals, management responsibilities, investment strategies, and discipline for the investment programs of the university.

**Policy Details**

- I. LTIP Investment Policy
  - A. Background

The Long-Term Investment Pool (LTIP) was established to provide financial support for the long-term use and benefit of the university in support of its mission. The goal is to manage LTIP assets with prudence and discipline to achieve that purpose. The LTIP will be invested using a total return objective to meet its goals. Funds in the LTIP will be invested in a manner that over the long term will preserve and maintain the real purchasing power of the principal while allowing for an annual distribution as described herein. As a public institution, while fiscal goals are of central importance, the university also recognizes a duty to support larger societal objectives.
  - B. Components of the LTIP
    1. The LTIP consists of endowment funds, quasi-endowment funds, term endowment funds, and those funds held for the benefit of others.
    2. Endowment funds are funds received from donors or other sources that are permanently restricted by the donor to be invested in perpetuity with annual distributions used as specified by the donor.
    3. Quasi-endowment funds are funds that have been designated by the Board of Trustees to act like permanently restricted funds for long-term investment purposes, but the restrictions may be modified at the discretion of the university's Board of Trustees. Quasi-endowment funds may include funds derived from sources described in Ohio Revised Code Section 3345.05, including tuition. Quasi-endowment funds also may include operating funds of the university available for long-term investment. A quasi-endowment fund may also be referred to as an institutional fund for purposes of the Ohio Revised Code.
    4. Term endowment funds are endowment funds that are restricted by the donor to be invested for a stated period of time or until the occurrence of a certain event. While invested, the annual distributions are used as specified by donor. Upon release of the investment restriction, the principal may also be expended as specified by donor.
  - C. LTIP fiduciary standards
    1. The Board of Trustees, Board of Trustee committee members who review and recommend revisions to the Investment policy and advise the Board of Trustees on the investment program and operations (the "Investment Committee"), the senior vice president for business and finance, and the chief investment officer are fiduciaries with respect to the LTIP. Accordingly, these individuals are required to:



## Investment University Policy

Applies to: The Board of Trustees and members of Board of Trustees' committees and university staff who oversee or approve the university's investment programs or who manage or report on investment operations

- a. Act with the duty of loyalty.
- b. Act in good faith with the care, skill, prudence, and diligence under the circumstances then prevailing that a prudent person acting in a like capacity and familiar with such matters would use in the conduct of an enterprise of a like character and with like aims.

D. Duties and responsibilities of LTIP fiduciaries

1. Board of Trustees. The university Board of Trustees has overall responsibility for this LTIP Investment Policy and approval of Investment Committee members. The Board of Trustees votes on items brought forth by the Investment Committee.
2. Investment Committee of the Board of Trustees. The Investment Committee has strategic oversight responsibility for the LTIP investment program and operations of the LTIP. The committee must work with the senior vice president for business and finance and the chief investment officer to ensure the LTIP is well managed in accordance with this LTIP Investment Policy. The Investment Committee must meet at least quarterly.
3. Senior vice president for business and finance. The senior vice president for business and finance has oversight responsibility for the LTIP investment program, operations, and reporting. The senior vice president for business and finance must review operations and reporting within the Office of Investments to ensure compliance with established policies and procedures. An advisory committee to the senior vice president for business and finance, chief investment officer, and vice president and treasurer exists to provide advice on the university's investment program. The senior vice president for business and finance will approve, together with the chief investment officer, the hiring of external investment managers for the LTIP and the making of investments in funds and of direct investments other than those direct investments for which the chief investment officer has sole authority as set forth below. Further, once an investment manager has been hired or an investment has been made in a fund as aforesaid, the senior vice president of business and finance will approve, together with the chief investment officer, additional investments with such investment manager or into the applicable fund. In addition, the senior vice president for business and finance may approve the hiring of one or more investment consultants to assist in policy development, asset allocation, investment structure, investment manager or fund manager selection, manager performance review, and other specialized investment topics with respect to the LTIP. The senior vice president for business and finance may also approve the hiring of one or more custodian banks or other trust institutions to custody and report on the assets of the LTIP. The senior vice president for business and finance may terminate the university's engagement with any such investment manager, fund, investment consultant, or custodian and may partially liquidate any fund position or reduce strategy exposure.
4. Chief investment officer. The chief investment officer is responsible for managing the LTIP's investment program, operations, and reporting. The chief investment officer must review and recommend policies and procedures that are consistent with the investment objectives of the LTIP. The chief investment officer must report to the senior vice president for business and finance and the Investment Committee, at least quarterly. An advisory committee to the senior vice president for business and finance, chief investment officer, and vice president and treasurer exists to provide advice on the university's investment program. The chief investment officer will approve, together with the senior vice president for business and finance, the hiring of external investment managers for the LTIP and the making of investments in funds and of direct investments other than those for which the chief investment officer has authority as set forth below and may, once an investment manager has been engaged or an investment has been made in a fund as aforesaid, approve additional investments with such investment manager or into the applicable fund. In addition, the chief investment officer may approve the hiring of one or more investment consultants for the purposes described above and may also approve the hiring of one or more custodian banks or other trust institutions to custody and report on the assets of the LTIP. The chief investment officer may terminate the university's engagement with any such investment manager, fund manager, investment consultant or custodian and may partially liquidate any fund position or reduce strategy exposure. In addition, the chief investment officer



# Investment University Policy

**Applies to:** The Board of Trustees and members of Board of Trustees' committees and university staff who oversee or approve the university's investment programs or who manage or report on investment operations

may invest directly in exchange traded products and publicly traded securities, foreign currency exchange transactions, open-end mutual funds, and US treasury and agency securities.

**E. Account valuation and distribution policy**

1. Generally, each named fund is assigned a number of shares in the LTIP based on the value of the gifts, income-to-principal transfers, or transfers of operating funds to that named fund. At the end of each month LTIP investments are valued and a share value is calculated based on the aggregate number of shares assigned to each LTIP fund. The share value calculation also takes into account earnings, as well as fees and expenses for investment management, administration and, to the extent applicable, development activities. New LTIP funds and additions/withdrawals from established funds are processed at the end of each month using the previous month's market value per share. Additions will be allocated shares only with the addition of cash and marketable securities. Non-marketable gifts will be liquidated first, and shares allocated based on cash proceeds. Withdrawals may be made only from invadable funds upon the written request of the applicable dean or vice president in accordance with requirements of other applicable university policies.
2. Generally, each component fund of the LTIP has a separate distribution account. Distributions will be credited to a fund's distribution account at the beginning of each fiscal year using the share method of accounting for pooled investments. According to a formula approved by the Board of Trustees, the annual distribution per share is 4.5% of the average monthly market value per share of the LTIP over the most recent seven-year period.
3. Distributions may be reinvested into principal; however, any reinvested distribution cannot be redistributed or withdrawn at another time except as stated above and in accordance with requirements of other applicable university policies.

**F. Asset allocation and guidelines**

1. Time horizon. The LTIP's investment horizon is perpetual; therefore, interim performance fluctuations should be viewed with this perspective. Similarly, the underlying capital market assumptions of the university's asset allocation plan for the LTIP are based on this long-term perspective.
2. Risk tolerance. The Board of Trustees, the Investment Committee, senior vice president for business and finance, and the chief investment officer recognize the challenge of achieving the LTIP's investment objectives in light of the uncertainties and complexities of investment markets. They also recognize that prudent levels of investment risk are necessary to achieve the stated investment goals.
3. Asset allocation and rebalancing. The Investment Committee and the Board of Trustees will periodically evaluate the LTIP's asset class strategies and opportunities and establish a long-term asset allocation plan. After a thorough study of the available asset class opportunities, return objectives, and risk tolerance, the Board of Trustees and Investment Committee approved the following asset classes and allocations for the LTIP:

<u>Asset Class</u>	<u>Range</u>
Public Equity	30% - 55%
Private Equity	15% - 40%
Real Estate & Infrastructure	5% - 15%
Legacy Natural Resources	N/A
Hedge Funds	0% - 25%
Cash & High-Grade Bonds	0% - 25%

4. Futures, options, forward contracts, and swap agreements may be used in a manner that is consistent with the policies and objectives contained within this LTIP Investment Policy. Such instruments should be used to hedge risk in the LTIP portfolio or to implement investment strategies more efficiently and at a lower cost than would be possible in the cash market. Such instruments should not be used for purely speculative purposes. Notwithstanding the foregoing, fund managers may use such instruments in accordance with their stated fund policy and objectives.

**G. Governance**

**Applies to:** The Board of Trustees and members of Board of Trustees' committees and university staff who oversee or approve the university's investment programs or who manage or report on investment operations

1. **Benchmarks.** The Board of Trustees is responsible for approving performance benchmarks to evaluate the performance of the LTIP program. The chief investment officer will review the benchmarks annually and recommend changes, if any, to the senior vice president for business and finance. Based on such recommendations by the chief investment officer, the senior vice president for business and finance may recommend to the Investment Committee changes to the benchmarks. If the Investment Committee approves such recommendations, then the Investment Committee will bring the recommendations forward for a vote by the Board of Trustees.
  2. **Investment monitoring process.** The LTIP's investment managers, fund managers, and consultants will be monitored for consistency of investment philosophy, return relative to objectives, and investment risk. The Office of Investments will monitor the overall LTIP results and investment portfolios, but results will be evaluated on a long-term basis.
- H. Economic development fund.** The university recognizes a duty to support societal needs and strategic objectives and, in part, to further those objectives has established an economic development fund. The goal of the economic development fund is to catalyze the university's startup and innovation ecosystem through investment and the creation of a permanent and sustainable source of funding for the university's and region's entrepreneurship and technology commercialization efforts.
1. The executive vice president for research, innovation and knowledge, the executive vice president and chancellor for health affairs, and the senior vice president for business and finance (together, the "ED Executive Committee") may direct that certain funds that are transferred from operating funds, up to a cumulative maximum amount of \$100 million, be invested at their discretion as set forth in this Section H. The president will approve economic development fund investments in excess of \$10 million. Proceeds from the underlying investments may be reinvested as set forth in this Section H.
  2. The economic development fund will not be allocated units in the LTIP and any investments made using funds from the economic development fund will not be included in the unit value calculation referred to above. The economic development fund will not be subject to the asset allocation or benchmark provisions of the LTIP Investment Policy.
  3. The economic development fund will receive distributions in the amount of and only to the extent of distributions on the underlying investments made using such funds and will not be subject to the distribution policy set forth herein. Distributions received from the underlying investments, less fees and expenses for investment management and administration, may be distributed in such amount, at such time and for such purpose, as approved by the ED Executive Committee.
  4. Each member of the ED Executive Committee and the president are fiduciaries with respect to the economic development fund as are the Board of Trustees and the Investment Committee members. The ED Executive Committee has oversight and management responsibility for the economic development fund investment program, operations, and reporting and must review operations and reporting to ensure compliance with established university policies and procedures.
- I. Exercise of shareholder rights**  
The university recognizes that publicly traded securities and other assets of the LTIP may include certain ancillary rights, such as the right to vote on shareholder resolutions at companies' shareholders' meetings and the right to assert claims in securities class action lawsuits or other litigation. The university requires of itself and its external managers the prudent management of these LTIP assets for the exclusive purpose of enhancing the value of the LTIP. The chief investment officer has the authority to delegate proxy voting to external managers to maximize fund value, reserving the right to direct the voting on specific issues as needed. The chief investment officer will make best efforts to implement this Investment policy in a socially and environmentally responsible manner.
- J. Review and modification of LTIP Investment Policy**  
This LTIP Investment Policy is in effect until modified by the Board of Trustees. While material changes are expected infrequently, the chief investment officer will review the LTIP Investment Policy at least annually for continued appropriateness and recommend any changes to the senior vice president for



**Applies to:** The Board of Trustees and members of Board of Trustees' committees and university staff who oversee or approve the university's investment programs or who manage or report on investment operations

business and finance. Based on such recommendations by the chief investment officer or the ED Executive Committee with respect to economic development funds, the senior vice president for business and finance may recommend such changes to the Investment Committee. If the Investment Committee approves such recommendations, then the Investment Committee will bring the recommendations forward for a vote by the Board of Trustees.

- K. Exceptions and Divestment Process
  1. Modifications and exceptions to this LTIP Investment Policy must be authorized by resolution of the Board of Trustees or as provided herein.
  2. Divestment for non-economic reasons should be recommended through an appropriate university governance process, i.e., student government, University Senate, or another appropriate committee or decision-making body. That recommendation must be brought forward for a vote by the Board of Trustees, accompanied by an impact review report from the senior vice president for business and finance regarding the potential impact of the proposed divestment on the LTIP.

L. Conflicts of interest

It is critical that there be no conflicts of interest or perceptions of conflicts of interest when making investment decisions related to the management of the LTIP. Generally and to the extent required by law, the university will not invest in any privately held limited partnership, limited liability company or corporation in which a fiduciary, family member, business associate, or related entity of such fiduciary has a material interest, financial or otherwise. Fiduciaries and university staff who oversee or approve the university's LTIP investment program or who manage or report on LTIP investment operations must comply with all applicable university policies and federal and Ohio laws, including the restrictions and prohibitions of the Ohio Ethics Laws. Generally, fiduciaries and university staff will not be prohibited from making investments in annuity contracts, bank deposits, exchange traded products and publicly traded securities, foreign currency exchange transactions, open-end mutual funds, or US treasury and agency securities.

II. Operating Funds Portfolio Investment Policy

A. Background

The Operating Funds Portfolio represents funds of or in support of the university's mission. The portfolio is to be invested in a diversified manner with the intention of obtaining a reasonable yield, while adhering to a prudent level of risk, and retaining sufficient liquidity to meet cash flow requirements of the university.

B. Components of the Operating Funds Portfolio

The Operating Funds Portfolio consists of operating funds (excluding operating funds invested in the LTIP) and certain other non-LTIP funds which are separately invested and are under the control and/or supervision of the vice president and treasurer.

C. Operating Funds Portfolio fiduciary standards

1. The Board of Trustees, Investment Committee members, senior vice president for business and finance, and the vice president and treasurer are fiduciaries with respect to the Operating Funds Portfolio. Accordingly, these individuals are required to:
  - a. Act with the duty of loyalty.
  - b. Act in good faith with the care, skill, prudence, and diligence under the circumstances then prevailing that a prudent person acting in a like capacity and familiar with such matters would use in the conduct of an enterprise of a like character and with like aims.

D. Duties and responsibilities of the Operating Funds Portfolio fiduciaries

1. Board of Trustees. The university Board of Trustees has overall responsibility for this Operating Funds Portfolio Investment Policy and approval of the Investment Committee members. The Board of Trustees votes on items brought forth by the Investment Committee.
2. Investment Committee of the Board of Trustees. The Investment Committee has strategic oversight responsibility for the Operating Funds Portfolio investment program and operations of the Operating Funds Portfolio. The committee must work with the senior vice president for business and finance and the vice



## Investment University Policy

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president and treasurer to ensure operating funds are well managed, in accordance with this Operating Funds Portfolio Investment Policy. The Investment Committee must meet at least quarterly.

3. Senior vice president for business and finance. The senior vice president for business and finance has oversight responsibility for the Operating Funds Portfolio investment program, operations, and reporting. The senior vice president for business and finance must review operations and reporting within the Office of the Treasurer to ensure compliance with established policies and procedures. An advisory committee to the senior vice president for business and finance, chief investment officer, and vice president and treasurer exists to provide advice on the university's investment program. The senior vice president for business and finance will approve, together with the vice president and treasurer, the hiring of external investment managers for the Operating Funds Portfolio and may, once an investment manager has been hired as aforesaid, approve additional investments with such investment manager. In addition, the senior vice president for business and finance may approve the hiring of one or more investment consultants to assist in policy development, asset allocation, investment structure, investment manager selection, manager performance review, and other specialized investment topics for the Operating Funds Portfolio. The senior vice president for business and finance may terminate the university's engagement with any such investment manager or investment consultant and may reduce strategy exposure.
4. Vice president and treasurer. The vice president and treasurer is responsible for managing the Operating Funds Portfolio investment program, operations, and reporting. The vice president and treasurer must review and recommend policies and procedures that are consistent with the investment objectives of the Operating Funds Portfolio. The vice president and treasurer must report to the senior vice president for business and finance and the Investment Committee, at least quarterly. An advisory committee to the senior vice president for business and finance, chief investment officer, and vice president and treasurer exists to provide advice on the university's investment program. The vice president and treasurer will approve, together with the senior vice president for business and finance, the hiring of external investment managers for the Operating Funds Portfolio and may, once an investment manager has been hired as aforesaid, approve additional investments with such investment manager. In addition, the vice president and treasurer may approve the hiring of one or more investment consultants for the purposes described above. The vice president and treasurer may terminate the university's engagement with any such investment manager or investment consultant and may reduce strategy exposure.
- E. Asset allocation and guidelines for university operating funds
  1. Structure. Operating funds are managed through two pools, a short-term working capital pool (Tier 1 Capital) and an intermediate-term investment pool (Tier 2 Capital).
  2. Duration. Operating funds are used to maintain adequate liquidity within an appropriate risk profile. The short-term working capital pool's weighted average duration may not exceed one (1) year. The intermediate-term investment pool's weighted average duration may not exceed five (5) years.
  3. Risk tolerance. The Operating Funds Portfolio fiduciaries recognize the challenge of achieving the Operating Funds Portfolio investment objectives in light of the uncertainties and complexities of investment markets. They also recognize that prudent levels of investment risk are necessary to achieve the stated investment goals. Operating funds will be invested in securities that, in aggregate, represent a credit quality of "A" or better (on a weighted average basis). Not more than five percent (5%) of operating funds will be invested in below investment grade securities.
  4. LTIP allocation. The book value of operating funds invested in the LTIP at any time cannot exceed 60% of the book value of the aggregate of operating funds. No bond proceeds will be transferred to the LTIP.
  5. Policy restrictions. Market fluctuations, cash flows, and liquidity issues will cause the actual asset allocations to fluctuate. The university operating funds must maintain compliance with the following:
    - a. Liquidity.
      - i. Operating funds available for liquidity will exclude operating funds invested in the LTIP, bond proceeds, and certain other funds as designated by the vice president and treasurer.



## Investment University Policy

Applies to: The Board of Trustees and members of Board of Trustees' committees and university staff who oversee or approve the university's investment programs or who manage or report on investment operations

- ii. A minimum of 90 days liquidity will be maintained at all times. A minimum of 30 days liquidity will be maintained in the short-term working capital pool.
  - iii. Liquidity calculation will be based on the most recent Board of Trustees' approved university budget's total expenditures.
- b. Other requirements.
- i. Ohio Revised Code Section 3345.05(c)(i). At least 25% of the average amount of the operating funds over the course of the previous fiscal year will be invested in securities of the U.S. government or of its agencies or instrumentalities, the treasurer of Ohio's pooled investment program, obligations of Ohio or any political subdivision of Ohio, certificates of deposit of any national bank located in Ohio, written repurchase agreements with any eligible Ohio financial institution that is a member of the federal reserve system or federal home loan bank, money market funds, or bankers acceptances maturing in 270 days or less which are eligible for purchase by the federal reserve system as a reserve. Eligible funds above the funds that meet the foregoing condition may be pooled with other university funds, including the LTIP, and invested in accordance with Ohio Revised Code Section 1715.52.
  - ii. The amount of operating funds must be greater than or equal to 110% of all variable rate debt including commercial paper.

### F. Governance

1. Investment monitoring process. The Operating Funds Portfolio investment managers and consultants will be monitored for consistency of investment philosophy, return relative to objectives, and investment risk. The vice president and treasurer and the senior vice president for business and finance will monitor the overall results and investment portfolios of the Operating Funds Portfolio, but performance will be evaluated on a long-term basis.
2. Benchmarks. The Board of Trustees is responsible for approving performance benchmarks to evaluate the performance of the operating funds. The vice president and treasurer will review the benchmarks annually and recommend changes, if any, to the senior vice president for business and finance. Based on such recommendations by the vice president and treasurer, the senior vice president for business and finance may recommend to the Investment Committee changes to the benchmarks. If the Investment Committee approves such recommendations, then the Investment Committee will bring the recommendations forward for a vote by the Board of Trustees. Other separately managed funds' benchmarks will be separately approved by the vice president and treasurer in consultation with the senior vice president for business and finance.

### G. Separately invested funds

Certain separately invested funds may have additional goals and policies specific to their use. Such policies will be in writing and approved by the senior vice president for business and finance. Asset allocations for certain other separately invested funds will be approved by the vice president and treasurer.

### H. Exercise of shareholders rights

The university recognizes that publicly traded securities and other assets of the Operating Funds Portfolio may include certain ancillary rights, such as the right to vote on shareholder resolutions at companies' shareholders' meetings, and the right to assert claims in securities class action lawsuits or other litigation. The university requires of itself and its external managers the prudent management of these assets for the exclusive purpose of enhancing the value of the Operating Funds Portfolio. The vice president and treasurer has the authority to delegate proxy voting to external managers to maximize fund value, reserving the right to direct the voting on specific issues as needed. The vice president and treasurer will make best efforts to implement this Investment policy in a socially and environmentally responsible manner.

### I. Review and modification of Operating Funds Portfolio Investment Policy

This Operating Funds Portfolio Investment Policy is in effect until modified by the Board of Trustees.

While material changes are expected infrequently, the vice president and treasurer will review this Operating Funds Portfolio Investment Policy at least annually for continued appropriateness and



# Investment University Policy

**Applies to:** The Board of Trustees and members of Board of Trustees' committees and university staff who oversee or approve the university's investment programs or who manage or report on investment operations

recommend any changes to the senior vice president for business and finance. Based on such recommendations by the vice president and treasurer, the senior vice president for business and finance may recommend such changes to the Investment Committee. If the Investment Committee approves such recommendations, then the Investment Committee will bring the recommendations forward for a vote by the Board of Trustees.

**J. Exceptions**

Modifications and exceptions to this Operating Funds Portfolio Investment Policy must be authorized by resolution of the Board of Trustees or as provided herein.

**K. Conflicts of interest**

It is critical that there be no conflicts of interest or perceptions of conflicts of interest when making investment decisions related to the management of the operating funds. Fiduciaries and university staff who oversee or approve the university's Operating Funds Portfolio investment program or who manage or report on the Operating Funds Portfolio investment operations must comply with all applicable university policies and federal and Ohio laws, including the restrictions and prohibitions of the Ohio Ethics Laws. Generally, fiduciaries and university staff will not be prohibited from making investments in annuity contracts, bank deposits, exchange traded products and publicly traded securities, foreign currency exchange transactions, open-end mutual funds, or US treasury and agency securities.

**Responsibilities**

Position or Office	Responsibilities
Board of Trustees (BOT)	<ol style="list-style-type: none"> <li>1. Assume overall responsibility for the Investment policy.</li> <li>2. Evaluate the LTIP's asset class strategies and opportunities and establish a long-term asset allocation plan periodically.</li> <li>3. Approve performance benchmarks to evaluate the LTIP portfolio and Operating Funds Portfolio.</li> <li>4. Authorize modifications and exceptions to the LTIP Investment Policy and Operating Funds Portfolio Investment Policy.</li> <li>5. Approve divestment for non-economic reasons.</li> <li>6. Evaluate the allocation between the LTIP and short-term operating fund for appropriateness periodically.</li> </ol>
Fiduciaries (BOT, Investment Committee members, staff)	<ol style="list-style-type: none"> <li>1. Act solely in the interest of the university, for the purposes of providing income and maintaining the real purchasing power of the principal.</li> <li>2. Act with the care, skill, prudence, and diligence under the circumstances then prevailing that a prudent person acting in a like capacity and familiar with such matters would use in the conduct of an enterprise of a like character and with like aims.</li> <li>3. Comply with all applicable university policies and federal and Ohio laws, including Ohio Ethics Laws.</li> </ol>
Investment Committee	<ol style="list-style-type: none"> <li>1. Provide strategic oversight for the investment program, the funds, and LTIP operations.</li> <li>2. Work with the SVP-B&amp;F to ensure the LTIP is well managed.</li> <li>3. Work with the SVP-B&amp;F and VP/treasurer to ensure the operating funds are managed consistent with this policy.</li> <li>4. Meet at least quarterly.</li> <li>5. Evaluate the LTIP's asset class strategies and opportunities and establish a long-term asset allocation plan periodically.</li> <li>6. Approve changes to LTIP and operating funds performance benchmarks to bring to the BOT for a vote.</li> <li>7. Review and approve changes to the LTIP Investment Policy and Operating Funds Portfolio Investment Policy; bring to the BOT for a vote.</li> <li>8. Evaluate the allocation between the LTIP and short-term operating fund for appropriateness periodically.</li> </ol>



# Investment University Policy

Applies to: The Board of Trustees and members of Board of Trustees' committees and university staff who oversee or approve the university's investment programs or who manage or report on investment operations

Senior VP for Business and Finance (SVP-B&F) Executive Committee	<ol style="list-style-type: none"> <li>1. Manage the overall LTIP results and investment portfolios.</li> <li>2. Review operations and reporting in the Office of Investments to ensure compliance with established policies and procedures.</li> <li>3. Review operations and reporting in the Office of the Treasurer to ensure compliance with established policies and procedures.</li> <li>4. Approve, with the chief investment officer or vice president and treasurer, the hiring of investment managers and certain fund investments as well as additional investments with such investment managers or into such funds, as appropriate.</li> <li>5. Approve the hiring of investment consultants and custodial banks or other trust institutions as set forth in the policy.</li> </ol>
President	<ol style="list-style-type: none"> <li>6. Approve the Executive Committee's recommended investments as appropriate.</li> <li>7. Terminate the university's engagement with investment managers, funds, consultants, or custodians as appropriate.</li> <li>8. Partially liquidate any fund position or reduce strategy exposure as appropriate.</li> <li>9. Recommend changes to LTIP and operating funds performance benchmarks to the Investment Committee as needed.</li> <li>10. Recommend changes to the LTIP Investment Policy and Operating Funds Portfolio Investment Policy to the Investment Committee based upon recommendations by the chief investment officer or vice president and treasurer.</li> <li>11. Approve written policies for separately invested funds as appropriate.</li> <li>12. Consult with vice president and treasurer on separately managed funds' benchmarks.</li> </ol>
Chief investment officer	<ol style="list-style-type: none"> <li>1. Manage the LTIP investment operations and reporting.</li> <li>2. Review and recommend policies and procedures consistent with the investment objectives of the LTIP.</li> <li>3. Report to the SVP-B&amp;F and the Investment Committee at least quarterly.</li> <li>4. Approve, with the SVP-B&amp;F, the hiring of investment managers for the LTIP and certain fund investments for the LTIP, as well as additional investments with such investment managers or into such funds, as appropriate.</li> <li>5. Approve the hiring of investment consultants and custodians for the LTIP as appropriate.</li> <li>6. Terminate the university's engagement with such investment managers, consultants, or custodians as appropriate.</li> <li>7. Invest directly in exchange traded products and publicly traded securities, foreign currency exchange transactions, open-end mutual funds, and US treasury and agency securities as appropriate.</li> <li>8. Partially liquidate any fund position or reduce strategy exposure as appropriate.</li> <li>9. Review LTIP performance benchmarks annually and recommend changes, if any, to the SVP-B&amp;F.</li> <li>10. Delegate proxy voting as appropriate.</li> <li>11. Make best efforts to implement the Investment policy in a socially and environmentally responsible manner.</li> <li>12. Review the LTIP Investment Policy at least annually and recommend changes to the SVP-B&amp;F.</li> <li>13. Invest in diversified portfolios as described in this policy.</li> </ol>
Office of Investments	<ol style="list-style-type: none"> <li>1. Monitor the overall LTIP results and investment portfolios.</li> </ol>
Vice president and treasurer (VP/treasurer)	<ol style="list-style-type: none"> <li>1. Manage the Operating Funds Portfolio investment operations and reporting.</li> <li>2. Review and recommend policies and procedures consistent with the investment objectives of the Operating Funds Portfolio.</li> <li>3. Report to the SVP-B&amp;F and the Investment Committee at least quarterly.</li> <li>4. Approve, with the SVP-B&amp;F, the hiring of investment managers for the Operating Funds Portfolio and additional investments with such investment managers as appropriate.</li> <li>5. Approve the hiring of investment consultants for the Operating Funds Portfolio as appropriate.</li> <li>6. Terminate university's engagement with such investment managers and consultants as appropriate.</li> <li>7. Reduce strategy exposure as appropriate.</li> <li>8. Review operating funds performance benchmarks annually and recommend changes, if any, to the SVP-B&amp;F.</li> <li>9. Approve, in consultation with the SVP-B&amp;F, separately managed funds' benchmarks as appropriate.</li> <li>10. Approve asset allocations for certain separately invested funds as appropriate.</li> <li>11. Delegate proxy voting as appropriate.</li> <li>12. Make best efforts to implement the Investment policy in a socially and environmentally responsible manner.</li> <li>13. Review the Operating Funds Portfolio Investment Policy at least annually and recommend changes to the SVP-B&amp;F.</li> </ol>



# Investment University Policy

**Applies to:** The Board of Trustees and members of Board of Trustees' committees and university staff who oversee or approve the university's investment programs or who manage or report on investment operations

**Resources**

Financial Code of Ethics, [busfin.osu.edu/sites/default/files/financial-code-of-ethics.pdf](https://busfin.osu.edu/sites/default/files/financial-code-of-ethics.pdf)

**Contacts**

Subject	Office	Telephone	E-mail/URL
Policy questions	Office of Business and Finance	614-292-7970	<a href="mailto:busfin@osu.edu">busfin@osu.edu</a> <a href="https://busfin.osu.edu/">busfin.osu.edu/</a>
Investment questions	Office of Business and Finance, Office of Investment	614-292-7887	<a href="mailto:prospects@osu.edu">prospects@osu.edu</a> <a href="https://busfin.osu.edu/investments">busfin.osu.edu/investments</a>

**History**

**Investments**

- Issued: 09/04/1981 Approved by BOT, 09/04/1981, Resolution #82-24
- Revised: 06/07/1985 Approved by BOT, 06/07/1985, Resolution #85-147
- Revised: 04/07/1989 Approved by BOT, 04/07/1989, Resolution #89-91
- Revised: 06/01/1990 Approved by BOT, 06/01/1990, Resolution #90-125, Revision of Comprehensive, Endowment and Non-endowment policy
- Revised: 11/04/1994 Approved by BOT, 11/04/1994, Resolution #95-56
- Revised: 03/03/1995 Approved by BOT, 03/03/1995, Resolution #95-93, Revision of Endowment Fund Income Distribution section
- Revised: 09/02/1998 Approved by BOT, 09/02/1998, Resolution #99-34, Revision of Endowment Funds Investment, Total Return Operating Fund Investments, and Operating Funds Investments policies

**Endowment Fund Investments**

- Revised: 03/01/2002 Approved by BOT, 03/01/2002, Resolution #2002-93
- Revised: 07/11/2003 Approved by BOT, 07/11/2003, Resolution #2004-16
- Revised: 11/03/2006 Approved by BOT, 11/03/2006, Resolution #2007-55
- Revised: 12/07/2007 Approved by BOT, 12/07/2007, Resolution #2008-71
- Revised: 06/06/2008 Approved by BOT, 06/06/2008, Resolution #2008-122, Renamed to Long-Term Investment Pool

**Long-Term Investment Pool**

- Edited: 11/01/2008
- Revised: 04/03/2009 Approved by BOT, 04/03/2009, Resolution #2009-77, Revision of Distribution Policy section
- 04/03/2009 Approved by BOT, 04/03/2009, Resolution #2009-78, Revision of Asset Allocation and Guidelines section
- Revised: 06/05/2009 Approved by BOT, 06/05/2009, Resolution #2009-94
- Revised: 08/30/2013 Approved by BOT, 08/30/2013, Resolution #2014-10, Combined with Operating and Agency Funds Investment, Policy 5.30 into Investment, Policy 5.90

**Non-Endowment Investments**

- Revised: 05/02/1997 Approved by BOT, 05/02/1997, Resolution #97-119
- Revised: 12/05/1997 Approved by BOT, 12/05/1997, Resolution #98-79
- Revised: 05/03/2002 Approved by BOT, 05/03/2002, Resolution #2002-124, Operating Fund Investment and Total Return Operating Fund Investment policies combined into Non-Endowment Investments policy
- Revised: 07/11/2003 Approved by BOT, 07/11/2003, Resolution #2004-16, Revision of Authorized Investments section
- Revised: 06/06/2008 Approved by BOT, 06/06/2008, Resolution #2008-123, Renamed to Operating and Agency Funds Investment

**Operating and Agency Funds Investment**

- Revised: 06/05/2009 Approved by BOT, 06/05/2009, Resolution #2009-98
- Revised: 08/30/2013 Approved by BOT, 08/30/2013, Resolution #2014-10, Combined with Long-Term Investment Pool, policy 6.10 into Investment, policy 5.90

**Investment, 5.90**

- Issued: 08/30/2013 Approved by BOT, 08/30/2013, Resolution #2014-10, Combined Long-Term Investment Pool, policy 6.10 and Operating and Agency Funds Investment, policy 5.30 into Investment, policy 5.90



## Investment University Policy

**Applies to:** The Board of Trustees and members of Board of Trustees' committees and university staff who oversee or approve the university's investment programs or who manage or report on investment operations

Revised: 07/01/2014 Approved by BOT, 08/29/2014, Resolution #2015-12  
Revised: 07/01/2016 Approved by BOT, 04/08/2016, Resolution #2016-108  
Revised: 06/03/2016 Approved by BOT, 06/03/2016, Resolution #2016-130

### **Investment**

Edited: 06/01/2019 Number removed from title  
Edited: 06/01/2020 Added Financial Code of Ethics to the Resources section  
Revised: MM/DD/2021 Approved by BOT, MM/DD/2021, Resolution #2021-XX

## APPENDIX CII

The Ohio State University  
Board of Trustees

May 20, 2021

### BACKGROUND

**TOPIC:** Revisions to the benchmarks utilized to measure the Long-Term Investment Pool (LTIP) and Operating Funds performance.

**CONTEXT:** A complete update to the Investment Policy occurred in 2013 with revisions in 2014 and 2016, including an update to the LTIP benchmark in 2014. In the current revision process, benchmarks to measure performance were revisited in an effort to better align the benchmarks with the current strategy and management and to incorporate industry standards and peer best practices.

### SUMMARY OF BENCHMARK MODIFICATIONS:

**Long-Term Investment Pool:** At present, the LTIP's performance is measured versus a benchmark that is comprised of 65% MSCI ACWI – ND, 25% Barclays U.S. Aggregate Bond Index and 10% U.S. CPI + 5%. The proposed revision would move to a more granular benchmark that provides greater transparency and better reflects the underlying investments, strategy, and risk profile of the LTIP. The new benchmark would also more appropriately reflect the returns of illiquid investments, which report results with a lag of up to one quarter. The proposed modified benchmarks are shown below:

<u>Asset Class</u>	<u>Range</u>	<u>Benchmark</u>	<u>LTIP Benchmark Weighting (July 1-June 30)</u>
Public Equity	30-55%	MSCI ACWI-ND	65% less Private Equity Weight
Private Equity	15-40%	MSCI ACWI-ND (one-quarter lag)	Actual weight as of June 30 <sup>th</sup> of prior fiscal year
Real Estate & Infrastructure	5-15%	Cambridge Associates Real Estate (50%) & Infrastructure (50%) (final) (one quarter lag)	10% less Legacy Natural Resources Weight
Legacy Natural Resources	N/A	Return of Actual Underlying Funds	Actual weight as of June 30 <sup>th</sup> of prior fiscal year
Hedge Funds	0-25%	HFRI FOF Composite (final)	12.5%
Cash & High-Grade Bonds	0-25%	Bloomberg Barclays US Aggregate Bond	12.5%

The modified benchmark also better reflects industry and peer best practices. Cambridge Associates, an independent third-party consultant, has reviewed the benchmarks and asset allocation ranges. In addition, the selected benchmarks are consistent with those most commonly used by peer institutions, as confirmed by Cambridge Associates and their annual survey data.

**University Operating Funds:** Operating funds performance is measured against fixed income benchmarks based on mandate and duration. The current benchmarks were reviewed for appropriateness and compared against peer applications for suitability. The proposed revisions reflect the addition of a new 0-1 year benchmark as well as a new 1-10 year and 1-30 year benchmark. The new benchmarks were added to align with existing, new, and prospective operating fund mandates. The proposed and modified benchmarks are shown below:

<u>Operating Funds Fixed Income Mandate</u>	<u>Benchmark</u>
Working Capital	Bank of America ML 91-day T-Bill
0-1 Year	ICE Bank of America 6m T-Bill
1-3 Year	ICE ML US Corp & Govt 1-3
1-5 Year	BBG Barclays 1-5 Yr. Govt/Credit Bond Index
1-10 Year	Barclays 1-10 Year Intermediate Govt/Credit Bond Index
1-30 Year	Barclays US Aggregate Index

**REQUESTED OF THE AUDIT, FINANCE AND INVESTMENT COMMITTEE:** Approval of the revised benchmarks to be effective July 1, 2021.

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## APPENDIX CIII

The Ohio State University  
Board of Trustees

May 20, 2021

### BACKGROUND

**TOPICS:** Annual resolution to authorize the university Treasurer and/or the university Senior Vice President for Business and Finance to undertake a variety of financial transactions on behalf of the university.

**CONTEXT:** This annual resolution is required by the institutions with which the university does business. There are no changes from last year's annual resolution.

**SUMMARY:** This resolution will continue the current policies that authorize the university Treasurer and/or Senior Vice President for Business and Finance or their designees to provide oversight and signature authority over the function of buying, selling, and transferring of stocks, bonds, and other financial instruments. The resolution continues the authorization that allows the university Treasurer and/or Senior Vice President for Business and Finance or their designees to designate depositories and custodians and to open and maintain accounts at various financial institutions. It allows the university Treasurer or the Treasurer's designees be authorized to enter into agreements with institutions providing financial products and services on behalf of the university. In addition, the university Treasurer and/or Senior Vice President for Business and Finance or their designees retain the authorization to sign agreements for bank financing, underwriting, brokerage, leasing, equipment financing, deposits, foreign currency exchange, hedging vehicles including forwards, futures, swaps and options, and other financial advisory services. The resolution will also continue the current authorization that allows the university Treasurer and/or Senior Vice President for Business and Finance or their designees to enter into insurance-related agreements, including emergency response service agreements.

**REQUESTED OF THE AUDIT, FINANCE & INVESTMENT COMMITTEE:** Approval of the resolution.

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## APPENDIX CIV

The Ohio State University  
Board of Trustees

May 20, 2021

### BACKGROUND

**TOPIC:** Establishment of Entrepreneurial and Technology Commercialization Initiatives Endowment Fund

**CONTEXT:** It is proposed that the Entrepreneurial and Technology Commercialization Initiatives Endowment Fund be established May 20, 2021, by the Board of Trustees of The Ohio State University, with proceeds from investments made using funds from the university's economic development fund.

**SUMMARY:** The endowment's purpose is to provide funding to support the university's entrepreneurial and technology commercialization efforts, growing the innovation ecosystem at the university and translating research results into products and services that benefit society and the community.

Distributions from this fund along with realized appreciation and principal, if needed, shall be used to provide support for the foregoing efforts at the discretion of and as approved by the President, the Executive Vice President for Research, Innovation and Knowledge, the Executive Vice President and Chancellor for Health Affairs and the Senior Vice President for Business and Finance and Chief Financial Officer.

At any time that a distribution is not fully used for its intended purpose, the unused portion shall either be held in the distribution account to be used in subsequent years for the purposes of the endowment or reinvested in the endowment principal at the discretion of the Executive Vice President for Research, Innovation and Knowledge, the Executive Vice President and Chancellor for Health Affairs and the Senior Vice President for Business and Finance and Chief Financial Officer. Additional contributions may be made to this fund in the future from proceeds from investments made using funds from the university's economic development fund, or upon request of the president.

The investment and management of, and expenditures from, this endowment fund shall be in accordance with university policies and procedures, as approved by the Board of Trustees.

It is the desire of the university that the quasi-endowment established herein should benefit the university in perpetuity. Should circumstances arise in the future that warrant a change in the use of this quasi-endowment fund, then another use shall be designated by the university's Board of Trustees in consultation with the President, the Executive Vice President for Research, Innovation and Knowledge, the Executive Vice President and Chancellor for Health Affairs and the Senior Vice President for Business and Finance and Chief Financial Officer.

Amount Establishing Endowment: \$1 million

**REQUESTED OF THE AUDIT, COMPLIANCE & FINANCE COMMITTEE:** Approval of the Entrepreneurial and Technology Commercialization Initiatives Endowment Fund.

## APPENDIX CV



### CHARTER

#### **Audit, Finance and Investment Committee**

The Audit, Finance and Investment Committee is a fiduciary oversight arm of the Board of Trustees. Its oversight responsibility includes analyzing and monitoring, and then reporting to the Board, on the financial, investment, business and administrative management of the University, the Wexner Medical Center and their affiliated entities (collectively, the "University"). The Committee will:

- Review and recommend approval of the annual operating budget, including related tuition and other student fees.
- Review and recommend approval of annual capital expenditure budgets.
- Monitor, review and recommend the long-range financial plans and monitor the long-range financial health of the University.
- Monitor and discuss with management the financial operations of the University including the effectiveness of internal control over financial reporting.
- Focus on maintaining the integrity of the University's financial statements, the external auditor's qualifications and independence and the performance of the internal audit function and the external auditors.
- Provide policy oversight of the investment function of the University and monitor its performance.
- Provide policy oversight of the advancement function of the University and monitor its performance.
- Monitor and encourage efficiency and cost-saving efforts.
- Interface with administration, outside auditors and internal auditors to evaluate financial integrity of University operations and resolve any issues raised by the University's auditors.

Although the Committee has the powers and responsibilities articulated in this charter, the Committee's core function is oversight. It is not the duty or responsibility of the Committee to plan or conduct audits or to determine that the organization's financial statements present fairly the organization's financial position and results of operations in accordance with applicable accounting standards, laws and regulations. Management is responsible for the quality, accuracy and integrity of the organization's accounting practices, financial statements and reporting, and system of internal controls. The external auditor is responsible for performing an audit of the organization's financial statements.

#### **Committee Authority and Responsibilities**

The Committee will carry out these responsibilities:

##### **Financial Statements**

- Review with management and the external auditors the results of the audit and resolve any disagreements.
- Review and discuss the University's annual audited financial statements with management and the external auditors prior to submission to the appropriate regulatory officials.
- Evaluate annually the external auditor's qualifications, performance, and independence, including a review and evaluation of the lead partner, taking into account the opinions of the University's management and the internal audit director, and report its conclusions to the Board of Trustees.
- Review with management and the auditors the status of the University's internal control over financial reporting, including reports on significant findings and recommendations, together with management's response.



### **Internal Audit**

- Internal audit reports directly to the Committee.
- Approve the internal audit charter and assure the independence of the internal audit function.
- Review annually with the director of internal audit the guidelines, plans, activities, staffing, and organizational structure of the internal audit function.
- Review the effectiveness of the internal audit function, including conformance with the Institute of Internal Auditors' Definition of Internal Auditing, Code of Ethics, and the International Standards for the Professional Practice of Internal Auditing.
- Have final approval authority regarding the appointment, review, and removal of the director of internal audit. At least once per year, review the performance of the internal audit director and concur with the annual compensation and salary adjustment.
- At each meeting of the Committee, provide the director of internal audit an opportunity to report significant findings and management's response and, if needed, discuss privately with the Committee any matters that the Committee or internal audit believes should be raised.

### **External Audit**

- The external auditors report directly to the Committee and provide all required audit communications to it.
- Approve the contract with the external auditor for the annual audit of the University, subject to ultimate approval of the Auditor of State.
- Pre-approve all auditing and non-audit services to be provided by the external auditor and/or delegate this authority to the Committee Chair.
- Review and approve the external auditor engagement letter.
- Review the external auditors' proposed audit scope and approach, including coordination of audit effort with internal audit.
- Review the performance of the external auditors, and with input from the administration, determine appointment or discharge of the external auditors.
- Review and confirm the independence of the external auditors by obtaining statements from the auditors on relationships between the auditors and the University, including non-audit services.
- Provide oversight for the rotation of the lead external audit partner.
- At each meeting of the Committee, provide the external auditors an opportunity to discuss privately with the Committee any matters that the Committee or auditors believe should be raised.

### **Finance**

- Provide oversight of the University's financing plans, financial condition, borrowing and investment policies, annual operating budgets, insurance, capital investment and financial reporting practices.
- On an annual basis, review and approve the University's operating budget and capital investment plan, including the approval of the utility system capital improvement plan.
- On an annual basis, review and approve tuition and fees, including room and board rates.
- On an annual basis, approve the Athletic fees for men's' football, men's basketball,



and the Ohio State Golf Course.

- Review University long-range financial planning and monitor the long-term fiscal health of the University in alignment with the overall University strategic plan.
- Approve University issuance of debt and authorize approvals associated with Bonds, Commercial Paper Notes, and Subordinated Indebtedness.
- Review and approve the University real property transactions and their financing.
- Approve funding plans for major capital projects of the University, including leases.
- Authorize professional services and construction contracts.
- Periodically review the University's major insurance policies and coverage issues.
- Review on an annual basis the Waiver of Competitive Bidding Report and the Internal Bank Report...

### **Investments**

- Monitor and provide oversight of the University's Investment Program including the operating fund and long-term investments.
- Review and approve changes to the University's investment policy.
- Review investment strategy.
- Approve benchmarks and asset allocation.
- Monitor the investment funds' performance and related risk management.

### **Advancement**

- Assess annually the status of donated endowment accounts and recommend to the Board an appropriate rate of withdrawal of endowment assets.
- Annually establish Advancement objectives consistent with University's strategic plan.
- Monitor and evaluate progress and performance of fundraising efforts against established objectives.
- Provide policy oversight of gift acceptance and approval.
- Oversee and approve naming of University buildings and other spaces.
- Assess integration of advancement efforts and alumni relations.

### **Authority**

- The Committee has full authority to conduct or authorize inquiries or investigations into all matters within its scope of responsibility, including authority to:
  - Review all budget, financial reporting, accounting and investment operations and decisions of the University.
  - Institute and oversee special financial or fraud investigations as needed and obtain accountants or other expertise to advise the Committee or assist in the conduct of an investigation.
  - Perform any other activities consistent with this charter, the University's Bylaws, and governing law, as the Committee or the Board of Trustees deems necessary or appropriate.
  - In performing its functions, all employees of the University shall cooperate fully and timely with any Committee request.



### Administrative Responsibilities

- Report to the Board of Trustees, at least annually, regarding the Committee's activities in discharge of its duties as described in this Committee charter.
- Undertake a self-assessment of the Committee's and individual members' performance annually.
- Review and assess the adequacy of this Committee charter every other year, requesting approval of the Board of Trustees for proposed changes, and ensure appropriate disclosure as may be required by law or regulation.

### Committee Meetings

The Committee shall meet in conjunction with the regularly scheduled meetings of the full Board, and at such other times and places as the Chair of the Committee deems necessary to carry out its responsibilities. The Chair of the Committee may request members of management, the director of internal audit and representatives of the external auditor to be present at any meeting of the Committee. Meeting agendas will be prepared and provided in advance to Committee members, along with the appropriate briefing materials.

A majority of the voting members of the Committee shall be present in person at any meeting of the Committee in order to constitute a quorum for the transaction of business at such meeting.

### Committee Membership

All members of the Committee, as well as the Committee Chair and Vice Chair, shall be appointed by the Chair of the Board. The Chair and Vice Chair of the Committee shall be trustees or charter trustees. Trustees, student trustees, charter trustees and non-trustee Committee members that are appointed as members of the Committee shall all have voting privileges on all matters.

The composition of the Committee may include one student trustee and up to three additional non-trustee members, with majority membership by trustees at all times. Each member of the Committee shall serve for such term or terms as the Chair of the Board may determine.

All Committee members must be independent of management and the external auditor. In order to be deemed independent, the Committee member:

- a. Does not directly have a business relationship with the University.
- b. Is not an executive of another corporation/university where any of the corporation's/university's executive officers serve on that corporation's/university's compensation committee; and
- c. Does not have an immediate family member who is an executive officer of the University.

At least one member of the Committee must be designated as the "financial expert." In order to be deemed a "financial expert," at least one member of the Committee must have:

- a. An understanding of GAAP and financial statements.
- b. The ability to assess the general application of such principles in connection with the accounting for estimates, accruals, and reserves.
- c. Experience in preparing, auditing, analyzing, or evaluating financial statements that present a breadth and level of complexity of accounting issues that are generally comparable to the issues that can reasonably be expected to be raised by the University's financial statements (or experience actively supervising one or more persons engaged in such activities).
- d. An understanding of internal controls and procedures for financial reporting; and



- e. An understanding of audit committee functions.

#### **Staff and Other Support**

Primary staff support for the Committee shall be provided by the Office of Business and Finance and the Office of Institutional Advancement.

#### **University Bylaws**

The provisions of this charter are intended to comport with the Bylaws of the University. To the extent that these provisions conflict, the University Bylaws shall control.

May 20, 2021

## APPENDIX CVI

The Ohio State University  
Board of Trustees

May 20, 2021

### BACKGROUND

#### INTRODUCTION

The purpose of the Internal Audit Department (Internal Audit) is to provide independent and objective assurance and consulting services designed to add value and improve the operations of The Ohio State University. The mission of Internal Audit is to enhance and protect organizational value by providing risk-based and objective assurance, advice, and insight. It assists the university in accomplishing its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of the organization's governance, risk management, and control processes.

#### ROLE

Internal Audit is established by the Board of Trustees (hereafter referred to as the Board). Internal Audit's responsibilities are defined by the Board as part of their oversight role.

#### PROFESSIONALISM

Internal Audit will govern itself by adherence to the mandatory elements of The Institute of Internal Auditors' International Professional Practices Framework, including the Core Principles for the Professional Practice of Internal Auditing, the Definition of Internal Auditing, the Code of Ethics, and the *International Standards for the Professional Practice of Internal Auditing (Standards)*. This mandatory guidance constitutes principles of the fundamental requirements for the professional practice of internal auditing and for evaluating the effectiveness of the internal audit activity's performance.

The Institute of Internal Auditors' Practice Advisories, Practice Guides, and Position Papers will also be adhered to as applicable to guide operations. In addition, Internal Audit will adhere to the university's relevant policies and procedures and Internal Audit's standard operating procedures manual.

#### AUTHORITY

Internal Audit, with strict accountability for confidentiality and safeguarding records and information, is authorized full, free, and unrestricted access to any and all university records, physical properties, and personnel pertinent to carrying out any engagement. All employees are required to assist the internal audit activity in fulfilling its roles and responsibilities. Internal Audit will also have free and unrestricted access to the Audit, Finance & Investment Committee of the Board.

#### ORGANIZATION

The chief audit executive (Director) will report functionally to the Board's Audit, Finance & Investment Committee and to the university president and administratively (i.e., day to day operations) to the senior vice president for business and finance.

The Audit, Finance & Investment Committee will:

- Approve the internal audit charter;
- Approve the risk based internal audit plan;
- Approve the internal audit budget and resource plan;
- Receive communications from the Director on the internal audit activity's performance relative to its plan and other matters;
- Approve decisions regarding the appointment and removal of the Director;
- Approve the remuneration of the Director;
- Make appropriate inquiries of management and the Director to determine whether there is inappropriate scope or resource limitations.

The Director will communicate and interact directly with the Audit, Finance & Investment Committee, including in executive sessions and between Board meetings as appropriate.

### **INDEPENDENCE AND OBJECTIVITY**

The Director will ensure that Internal Audit remains free from interference by any element in the organization, including matters of audit selection, scope, procedures, frequency, timing, or report content to permit maintenance of a necessary independent and objective mental attitude. If the Director determines that independence or objectivity may be impaired in fact or appearance, the details of the impairment will be disclosed to appropriate parties.

Internal auditors will have no direct operational responsibility or authority over any of the activities audited. Accordingly, they will not implement internal controls, develop procedures, install systems, prepare records, or engage in any other activity that may impair internal auditor's judgment, including:

- Assessing specific operations for which they had responsibility within the previous year.
- Performing any operational duties for The Ohio State University or its affiliates.
- Initiating or approving transactions external to Internal Audit.
- Directing any activities of any Ohio State University employee not employed by Internal Audit, except to the extent that such employees have been appropriately assigned to auditing teams or to otherwise assist internal auditors.

Internal auditors will exhibit the highest level of professional objectivity in gathering, evaluating, and communicating information about the activity or process being examined.

Internal auditors will maintain an unbiased mental attitude that allows them to perform engagements objectively and in such a manner that they believe in their work product, that no quality compromises are made, and that they do not subordinate their judgment on audit matters to others.

The Director will confirm to the Audit, Finance & Investment Committee, at least annually, the organizational independence of the Internal Audit Department.

### **RESPONSIBILITY**

The scope of Internal Audit encompasses, but is not limited to, the examination and evaluation of the adequacy and effectiveness of the organization's governance, risk management, and internal controls as well as the quality of performance in carrying out assigned responsibilities to achieve the organization's stated goals and objectives. This includes:

- Evaluating risk exposure relating to achievement of the organization's strategic objectives;
- Evaluating the reliability and integrity of information and the means used to identify, measure, classify, and report such information;
- Evaluating the systems established to ensure compliance with those policies, plans, procedures, laws, and regulations which could have a significant impact on the organization;
- Evaluating the means of safeguarding assets and, as appropriate, verifying the existence of such assets;
- Evaluating the effectiveness and efficiency with which resources are employed;
- Evaluating operations or programs to ascertain whether results are consistent with established objectives and goals and whether the operations or programs are being carried out as planned;
- Monitoring and evaluating governance processes;
- Monitoring and evaluating the effectiveness of the organization's risk management processes;
- Evaluating the quality of performance of external auditors and the degree of coordination with internal audit;
- Performing consulting and advisory services related to governance, risk management and control as appropriate for the organization;

- Reporting periodically on the internal audit activity's purpose, authority, responsibility, and performance relative to its plan;
- Reporting significant risk exposures and control issues, including fraud risks, governance issues, and other matters needed or requested by the Board;
- Evaluating specific operations at the request of the Board or management, as appropriate.

#### **INTERNAL AUDIT PLAN**

At least annually, the Director will submit to senior management and the Audit, Finance & Investment Committee an internal audit plan for review and approval. The internal audit plan will consist of a work schedule as well as budget and resource requirements for the next fiscal/calendar year. The Director will communicate the impact of resource limitations and significant interim changes to senior management and the Audit, Finance & Investment Committee.

The internal audit plan will be developed based on a prioritization of the audit universe using a risk-based methodology, including input of senior management and the Board. The Director will review and adjust the plan, as necessary, in response to changes in the organization's business, risks, operations, programs, systems, and controls. Any significant deviation from the approved internal audit plan will be communicated to senior management and the Audit, Finance & Investment Committee through periodic activity reports.

#### **REPORTING AND MONITORING**

A written report will be prepared and issued by the Director or designee following the conclusion of each internal audit engagement and will be distributed as appropriate. Internal Audit results will also be communicated to the Audit, Finance & Investment Committee.

The internal audit report may include management's response and corrective action taken or to be taken in regard to the specific findings and recommendations. Management's response, included within the original audit report, should include a timetable for anticipated completion of action to be taken and an explanation for any corrective action that will not be implemented.

The internal audit activity will be responsible for appropriate follow-up on engagement findings and recommendations. All significant findings will remain in an open issues file until cleared.

The Director will periodically report to senior management and the Audit, Finance & Investment Committee on the internal audit activity's purpose, authority, and responsibility, as well as performance relative to its plan. Reporting will also include significant risk exposures and control issues, including fraud risks, governance issues, and other matters needed or requested by senior management and the Board. The Director will also ensure Internal Audit collectively possesses or obtains the knowledge, skills, and other competencies needed to meet the requirements of the internal audit charter.

#### **QUALITY ASSURANCE AND IMPROVEMENT PROGRAM**

Internal Audit activity will maintain a quality assurance and improvement program that covers all aspects of the internal audit activity. The program will include an evaluation of Internal Audit's conformance with the Definition of Internal Auditing and the *Standards* and an evaluation of whether internal auditors apply the Code of Ethics. The program also assesses the efficiency and effectiveness of the internal audit activity and identifies opportunities for improvement.

The Director will communicate to senior management and the Audit, Finance & Investment Committee on the Internal Audit's quality assurance and improvement program, including results of ongoing internal assessments and external assessments conducted at least every five years.

## APPENDIX CVII



### Legal, Risk & Compliance Committee Charter

#### Purpose of Committee

The Legal, Risk and Compliance Committee is a standing committee of The Ohio State University Board of Trustees established to assist the Board in fulfilling its role in providing 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: reports regarding significant legal, legislative and regulatory matters and initiatives; potential and active litigation; oversight and monitoring of compliance programs and activities; university and OSU Wexner Medical Center enterprise risk management programs and business continuity planning; approval and monitoring of affiliated entities; and any other matter assigned to the Committee by the Board or the chair of the Board.

#### Committee Authority and Responsibilities

In furtherance of its purpose set forth above, the Committee shall have the authority to conduct or authorize investigations into any matters within its scope of responsibility. Specifically, it is empowered to:

- Seek access through the university to obtain counsel, accountants, or other expertise to advise the Committee or assist in the conduct of an investigation;
- Seek any information it requires from employees - all of whom are directed to cooperate with the Committee's requests - or external parties;
- Meet with university board members, officers, compliance officer, university counsel, or outside counsel, as necessary; and
- Serve as an objective party, independent of management, to monitor the university's compliance with laws and regulations.

The Committee will carry out the following responsibilities:

#### Legal

- Review prospective and active litigation and ongoing legal and regulatory risks of the university;
- Ensure there are no unjustified restrictions or limitations on, and review and concur in the appointment, review, replacement, or dismissal of the general counsel;
- Review periodically with the general counsel the guidelines, plans, activities, staffing, and organizational structure of the legal function;
- Review the effectiveness of the legal function;
- On a regular basis, meet separately with the general counsel to discuss any matters that the Committee or general counsel believes should be discussed privately;
- Ensure there are no unjustified restrictions or limitations on the legal function.

#### Risk

- Discuss university policies with respect to risk assessment and risk management;
- Discuss significant risk exposures and steps to monitor, mitigate, and control these risks;
- Provide oversight of the university's insurance, business continuity, and risk management programs;
- Periodically review the university's enterprise risk management program, the OSU Wexner Medical Center risk program, major insurance policies, and related issues.



## **Legal, Risk & Compliance Committee Charter**

### **Compliance**

- Review the effectiveness of the system for monitoring compliance with laws and regulations and the results of management's investigation and follow-up (including disciplinary action) of any instances of noncompliance;
- Obtain regular updates from the chief compliance officer and university legal counsel regarding compliance and legal matters;
- Review the findings of any examinations by regulatory agencies, and any auditor observations;
- Review compliance with Related Party/Conflict of Interest Disclosure Statements for senior management annually;
- Ensure there are no unjustified restrictions or limitations on, and review and concur in the appointment, review, replacement, or dismissal of the chief compliance officer;
- Review periodically with the chief compliance officer the guidelines, plans, activities, staffing, and organizational structure of the compliance function;
- Review the effectiveness of the compliance function;
- On a regular basis, meet separately with the chief compliance officer to discuss any matters that the Committee or compliance believes should be discussed privately;
- Ensure there are no unjustified restrictions or limitations on the compliance function.

### **Reporting Responsibilities**

- Regularly report to the Board of Trustees about Committee activities, issues, and related recommendations;
- Provide an open avenue of communication between the general counsel, risk management, government affairs, compliance and integrity, and the Board of Trustees;
- Review any other reports the university issues that relate to the Committee's responsibilities.

### **Other Responsibilities**

- Perform other activities related to this charter as requested by the Board of Trustees;
- Receive periodic updates and an annual legislative report from the office of government affairs;
- Given the reporting relationship, receive regular reports from the general counsel, director of risk management and chief compliance officer and provide opportunity for them to meet separately to discuss any matters that the Committee or general counsel, director of risk management and chief compliance officer believes should be discussed privately;
- Establish standards for ethical conduct, and ensure that management has established processes to meet these standards;
- Perform any other activities consistent with this charter, the university's Bylaws and governing law, as the Committee or the Board of Trustees deems necessary or appropriate;
- Review and assess the adequacy of this Committee charter annually, requesting the Board of Trustees approval for proposed changes, and ensure appropriate disclosure as may be required by law or regulation;
- Report to the Board of Trustees, at least annually, regarding the Committee's activities in discharge of its duties as described in this Committee charter;
- Evaluate the Committee's and individual members' performance on a regular basis.



## **Legal, Risk & Compliance Committee Charter**

### **Committee Meetings**

The Committee generally shall meet in conjunction with the regularly scheduled meetings of the full Board, and at such other times and places as it deems necessary to carry out its responsibilities. The Committee has the authority to convene additional meetings as circumstances require. As necessary or desirable, the chair of the Committee may request that members of management, the general counsel, the director of risk management, and the chief compliance officer be present at a meeting of the Committee. Meeting agendas will be prepared and provided in advance to members, along with the appropriate briefing materials.

As part of its job to foster open communication, the Committee shall meet at least annually with management, the senior vice president and general counsel, and the chief compliance officer in separate executive sessions to discuss any matters that the Committee or each of these groups believe should be discussed privately.

A majority of the voting members of the Committee shall be present in person, or as otherwise permitted under Ohio law, at any meeting of the Committee in order to constitute a quorum for the transaction of business at such meeting.

### **Committee Membership**

All members of the Committee, as well as the Committee chair and vice chair, shall be appointed by the chair of the Board. The chair and vice chair of the Committee shall be trustees or charter trustees. Trustees, student trustees, charter trustees and non-trustee Committee members shall all be voting members of the Committee.

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 members, with majority membership by trustees at all times. Each member of the Committee shall serve for such term or terms as the chair of the Board may determine or until his or her earlier resignation, removal or death.

### **Staff and Other Support**

Primary staff support for the committee shall be provided by the Office of Legal Affairs with support from the Office of University Compliance and Integrity and the Office of Government Affairs. Further, the Committee shall obtain advice and assistance as needed from other advisors as deemed necessary by the Committee.

### **University Bylaws**

The provisions of this charter are intended to comport with the bylaws of the university. To the extent that these provisions conflict, the university bylaws shall control.